Texas Web-Based Training

Web-based Case Management Initiative

Goal

Employ a tool to help managers develop effective case management strategies to meet their individual unit's annual performance goals.

Description

Texas Office of the Attorney General Child Support (OAG) handles over one million cases a year. The Information Delivery Analysis System (IDEAS) is an innovative web based application that provides managers around the State with the power of Statistical Analysis System (SAS) to extract and use data from the Texas automated system, TXCSES, via the Intranet. Case data is extracted monthly from the TXCSES and transferred to a server that is independent from the TXCSES mainframe. This allows 24-hour/7-day access without interfering with ongoing TXCSES operations.

IDEAS allows field managers to:

- Create customized legal or financial *ad hoc* work lists;
- Generate state, region, or unit caseload profiles and financial reports;
- Review caseload profile down to the unit level; and
- Examine the Federal OCSE-157 incentive data numerically or graphically down to the unit level.

IDEAS was developed by OAG Management Information Services (MIS) staff and has been in operation since December 2001.

Results

IDEAS successfully extends the power and flexibility of SAS to field managers, and allows them to obtain many reports and work-lists in under one minute. Field staff generated 7,010 reports and work-lists in the first three months of operation. Examples of reports and work-lists are: cases for which an acknowledgement of paternity exists, but no support obligation has been established, cases that are 45, 60 or 90 days delinquent, field office, regional and state caseload profiles, and federal incentive reports drilled-down to the field office level.

Location

IDEAS is available statewide to all IV-D field managers through the Child Support Intranet site through an "icon" on their computer.

Funding

Regular Federal Financial Participation (FFP).

Replication Advice

IDEAS' biggest shortcoming is that the data is only updated once a month. Field managers are requesting that it access more up-to-date information. MIS staff are reviewing possible ways to refresh the data more frequently.

Contact

Victor Mantilla
Assistant Deputy Director for Field Operations
phone (512) 460-6109
e-mail: Victor.Mantilla@cs.oag.state.tx.us

Customer Service Initiative

Goal

Improve timeliness of response to customer requests by effective use of automation tools and personal contact.

Description

Over the last three years the Texas Office of the Attorney General (OAG) Child Support Division has made significant strides in its effort to improve customer service. As part of that effort, Texas has decentralized its one statewide call center, given staff the right tools to answer questions quickly and correctly, established the award winning Child Support Interactive web page, and created a statewide ombudsman program to ensure that action is taken on customer inquiries. These efforts have resulted in more inquiries being answered, increased customer satisfaction and fewer inquiries from public officials. In 2001, the Texas Legislature demonstrated its confidence in our ability to serve our customers by authorizing 36 additional call center staff for the 2002-2003 biennium. Over the next two fiscal years, each of the eight child support regional administrative areas will have at least one call center.

The Texas multi-dimensional approach to improve customer service effort has succeeded on many fronts:

- **Staff:** The call centers and field offices answer 96 percent of the 500,000 calls received each month in 30 seconds or less. In six regional call centers, research shows staff perform at levels that rival, and in many cases exceed, call centers in the private sector. Staff in child support field offices are equally responsive.
- **Automated Voice Response System** : Customers can obtain some case information through the automated voice information response system. About 800,000 callers a month choose this option. Staff continue to explore technology solutions to enhance our ability to respond to customer needs.
- **OAG Website** : Child Support Interactive, an OAG website that can be found at http://www.childsupport.oag.state.tx.us , offers another channel for customers to obtain case information. After entering their case and personal identification numbers, customers may check on payment information on a secure part of the site. Other case specific information is available as well. This site receives over 250,000 visits a month and usage is steadily increasing. In recognition of this innovative approach to customer service, "Computerworld" magazine named the Child Support Division an Honors Program Laureate.
- **Ombudsman** : The OAG's Child Support Division created an ombudsman program to address complaints. Around the State, designated staff serve as field office, regional office and state office ombudsmen. All complaints are first addressed at the local field office level. If they cannot be resolved, they are referred to the regional office and, when necessary, to the state office. To ensure that all complaints are handled properly, a uniform tracking system has been developed.

  A variety of steps have been taken to advertise the availability of the complaint process to our customers. An interactive complaint form is available on the OAG website at www.oag.state.tx.us/child/mainchil.htm. Information about the complaint process is available from all Child Support field offices and call centers. Application packets include information about an applicant's right to file a complaint.

- **Child Support Public Officials Inquiry (POI**): Customers sometimes contact their elected representative about their child support case. The Child Support Public Officials Inquiry (POI) assists these officials to serve their constituents by working directly with elected officials and their staff to resolve child support complaints and inquiries. Since state fiscal year 1997, legislative inquiries to POI have dropped from more than 400 a month to less than 150 a month in state fiscal year 2001.

Funding

Regular FFP

Results

The results of a customer service survey done in 2000 shows that our efforts to improve customer service are paying dividends. The 2000 survey demonstrated an overall increase in customer satisfaction from 51% to 63% for all custodial parents over an earlier survey. This is an increase of 12 points, which equals an overall improvement of approximately 24%. Another survey will be done in Spring 2002.

Further information about this effort can be found in the report: "Delivering Effective Customer Service - Final Report." The study can be found at the OCSE website at:

http://www.acf.dhhs.gov/programs/cse/pubs/reports/customer_service_report.html#N102AD

Replication Advice

- Decentralize calls centers to reduce long distance charges and put the savings into staff.
- Use Erlang C formulas to determine required staffing levels.
- Use automation to reduce the amount of time each call is handled.

Contact

Joel Schwartz
Child Support Inquiry Ombudsman
phone (512) 460-6178
e-mail: Joel.Schwartz@cs.oag.state.tx.us

Child Support Training via Intranet

Goals

Institute a mechanism to promptly revise agency policy and procedures when changes are made to state or federal law, replace hardcopy policy and procedure documents and provide on-line training opportunities to IV-D staff housed in over 70 field offices, regional offices and regional call centers across the State.

Description

Since 1998 the Office of the Attorney General (OAG) has been maximizing use of its Child Support Intranet site to ensure that every employee has access to policy and procedure documents. This method of delivering information eliminates the problem of staff not receiving the latest version of a policy manual that was updated manually. The site is designed to meet the needs of both new employees and tenured staff. More recently and consistent with these actions, in order to reduce costs, maximize efficiency, minimize travel costs and other budget expenses, the Texas State Legislature enacted legislation encouraging state agencies to use the Internet/Intranet for training purposes. All agency

employees can access the site through a browser on their computer. Additionally, on-line training is used to complete the 25 hours of mandatory training/professional development required each year for non-attorney staff. The site is maintained by state office training staff in Austin and includes the following options:

- On-line Procedures: All policy and procedure documents have been converted to HTML and are available for viewing or downloading.
- **Case Handbook:** An on-line reference manual contains agency-wide policy e-mails and other electronic documents. The documents are organized by child support functions to assist field office staff in case processing.
- **Training Calendar, Registration and Course Descriptions:** This provides information on classes and registration requirements.
- **OCSE CD-ROMs:** These federal resources are available in six (6) CDs, organized by child support functions. Every field office and call center has a complete set that is checked out periodically by employees to view from their workstations.
- **On-line Child Support Virtual University:** CSD has contracted with two Internet vendors to provide a variety of technical and human resource development training that can be accessed from an employee's desktop.

Intranet Training Resources Under Development:

- Training Discussion Forum: Training staff are developing a topics-driven message board that allows the trainer and trainees to engage in pre- and post-training discussions from their workstations.
- CSD On-line Training: Training staff is developing computer based training (CBT) courses on child support and agency required training topics.
- **CSD Learning Management System:** CSD has contracted with an Internet vendor to provide a web-based Learning Management System (LMS). LMS functions as a central location for all on-line training, accepts training requests, and records training hours for on-line courses automatically.

Results

The OAG no longer distributes hard copy policy and procedure manuals, policy memos, and informational memos. These documents are now electronically distributed or updated on-line. This allows staff immediate access to the most recent version of agency policy documents. On-line training allows staff to obtain quality training without encountering the traditional constraints placed by budget and travel restrictions. Although relatively new, on-line training is becoming the first option for new employees and those needing non-technical and software skills.

Location

This service is available statewide to all IV-D staff through the Child Support Intranet site, which can be accessed by clicking on an icon on their computer.

Funding

Regular Federal Financial Participation (FFP)

Replication Advice

Keep CBT courses short, interesting and succinct. If a CBT course is too long, the students become restless or distracted. Training staff are developing "short" lessons within CBT courses, so staff don't have to view the entire CBT at one time. Policy and procedure documents and on-line training courses need to undergo regular review and revision to ensure that they are up-to-date.

Contact

Rudy Williams
Program Specialist
phone (512) 460-6517
e-mail: Rudy.Williams@cs.oag.state.tx.us