

# EASTERN REGIONAL INTERSTATE CHILD SUPPORT ASSOCIATION

2014 Best Practices Manual

PREPARING TO TAKE FLIGHT –  
A DISCUSSION ON THE  
FUTURE OF CHILD SUPPORT



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## Introduction from the ERICSA President and President Elect

We are pleased to present to you the summaries and actual notes from the Wednesday Plenary at the 51<sup>st</sup> Annual Training Conference and Exposition of the Eastern Regional Interstate Child Support Association in Greensboro, North Carolina on May 21, 2014. 2014 was ERICSA's first year to organize such a large brainstorming session during the annual conference. We were thrilled to see the participants' excitement as they talked about their IV-D programs at home and as they shared their vision for the future of the IV-D program. The feedback from this session was very positive, and we understand that you greatly appreciated the opportunity to meet professionals from across the ERICSA region and the country in such a small group setting that allowed you to really spend some time teaching and learning from each other.

The following represents first a summary and then the complete notetaker's notes that were captured during the interactive plenary session held May 21, 2014 during the ERICSA 51<sup>st</sup> Annual Training Conference. If you have questions about any of the statements or topics, please contact the Facilitator that led the discussion. Their contact emails are listed in this document.

We would like to thank all of the participants for sharing their experiences and their vision. We hope you find this informative and useful.

*Lara Webb Fors, 2014 ERICSA President*  
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## DEFINITION SECTION

**CP** – Custodial Parent

**CSENet** – The Child Support Enforcement Network enables the user community to transfer child support information electronically among 54 diverse state/territory CSE systems.

**CSLN** – Child Support Lien Network

**NCP** – Non-Custodial Parent

**FCR** – Federal Case Registry

**FIDM** – Financial Institution Data Match

**FIPS** – five digit Federal Information Processing Standard (FIPS) which uniquely identifies counties and count equivalents in the United States, certain U.S. possessions, and certain freely associated states. (Source: Wikipedia)

**FPLS** – Federal Parent Locator Service

**ICR** – Interstate Case Registry

**IV-A** – Title IV-A of the Social Security Act

**IV-D** any case in which the child support enforcement agency is enforcing the child support order pursuant to Title IV-D of the Social Security Act, 88 Stat. 2351 (1975), 42 U.S.C. 651, as amended.

**IVR** – Interactive Voice Response

**IWO** - Income Withholding Order

**e-IWO** – Electronic Income Withholding Order

**MOU** – Memorandum of Understanding

**NMSN** – National Medical Support Notice

**QUICK** – Query Interstate Cases for Kids allows an authorized user to view case data from another State in real time.

**TANF** – Temporary Assistance for Needy Families

**UIFSA** – The Uniform Interstate Family Support Act (UIFSA) is one of the uniform acts drafted by the National Conference of Commissioners on Uniform State Laws in the United States. First developed in 1992 the NCCUSL revised the act in 1996 and again in 2001 with additional amendments in 2008.

**VOE** – Verification of Employment



## Civil Contempt vs. Criminal Non-Support – Facilitated by Terry O’Halloran

**THE GROUPS WERE ASKED - DOES YOUR OFFICE USE CIVIL OR CRIMINAL CONTEMPT?** Most of the participants stated that their office primarily uses civil contempt as opposed to criminal.

### ISSUES

- Contempt process timeframes are long
- The jails are overcrowded so inmates sentenced for child support are usually the first to be released
- It is costly to incarcerate a Non-Custodial Parent
- Recidivism rate is high – Non-Custodial Parents often wait until contempt court to pay their child support instead of paying on a regular and consistent basis as it becomes due
- Unemployment and lack of employment opportunities
- The tribal child support enforcement agencies have signed a MOU that will not allow them to file criminal contempt actions.

### Impact of United States Supreme Court case, *Turner v Rogers*

- There is more focus on making a finding of the NCP’s present ability to pay
- Parameters have been set on when a case is eligible for the pursuit of contempt

### BEST PRACTICES

- Use of alternative sentencing methods including:
  - Community Service
  - Electronic monitoring
  - Programs that assist in overcoming obstacles to employment
  - “Hallway Jail” – in the State of Indiana defendants are ordered to report to the courthouse and spend their days performing job searches and filling out job applications. They are allowed to leave the courthouse for up to two hours each day in order to turn in job applications or interview with potential employers. They are not allowed to have their cellphones or visitors while they are there and are monitored by the courthouse staff. This practice has been effective in encouraging Non-Custodial Parents to find long-term employment.
- Working with the unemployed and underemployed NCPs

## INNOVATIONS AND/OR SUGGESTIONS

- Problem solving courts work with the Non-Custodial Parents in overcoming barriers to paying their child support on a regular and consistent bases. Services can help address issues including:
  - Unemployment – assists with job searches, resume writing and interview skills
  - Education – assists Non-Custodial Parents with obtaining a GED or other education that will assist in finding long-term employment
  - Mental Issues – assists Non-Custodial Parents in finding resources in their communities
  - Drug/Alcohol problems – assists Non-Custodial Parents in finding resources in their communities
  - Custody/Visitation – assists Non-Custodial Parents in finding resources in their communities and provide parenting classes that can help them build a positive relationship with their child
  - Legal issues – assists Non-Custodial Parents in resolving legal issues that are preventing them from seeking and obtaining long-term employment

### **Incarcerated NCPs – Facilitated by Susan Paikin**

## ISSUES

- Decrease in collections and an increase in arrears due to NCP's incarceration
- Motion must be filed for credit towards arrears during incarceration by the NCP
- Hard and expensive to get people into court
- No systematic notices/interfaces

## BEST PRACTICES

- Pre-Release
  - CSE staff visiting jails to provide information to incarcerated NCPs
  - Courts allow modifications to a zero dollar order during incarceration; can be extended up to six-months after release
  - Modification forms are being provided to the prisons
- Post-Release
  - Providing list of employers who hire ex-felons to NCPs

## INNOVATIONS AND/OR SUGGESTIONS

- Use video conferencing instead of requiring the NCP to appear in court for modifications
- Consistent guidelines for States to follow for NCPs who are incarcerated

### **Custody and Visitation Orders in IV-D Paternity Cases - Facilitated by Christine Jennings**

In Monroe County, Wilmington, IN, they are currently operating under a grant where paternity cases are tracked for custody issues. The IV-D Commissioner (judge) will order visitation on new paternity cases, but not those that come in via a divorce hearing. As soon as a new case is received, the case is screened for domestic violence issues. The decision is made for the case to proceed on the mediation track if there are no domestic violence issues, or if there are domestic violence issues, straight to the formal hearing track.

In Cabarrus County, North Carolina, and all other counties in North Carolina, IV-D cases do not get involved in visitation issues, but CSE staff refer the IV-D case participants to get private counsel. North Carolina stays out of visitation and custody issues and tells the authorities that NC IV-D Child Support orders are for child support only.

Linda of North Carolina says domestic violence orders may have a support and custody order or a restriction of custody component. She states that North Carolina sometimes intervenes on the support only portion of it if the domestic violence order has not expired. She noted that the domestic violence orders are good for one year in North Carolina.

The Facilitator asks, “What are the requirements for IV-D to code the case as domestic violence?”

Linda of North Carolina states that in North Carolina court involvement is not required, but it has to be more than the participant doesn’t want their information released. She noted that moms can be a barrier to visitation being set up with the father because they can have so much anger.

In North Carolina, for both IV-D and Non IV-D cases, the parties’ addresses are included on income withholding orders. Custodial parents must provide the address of the child to the non-custodial parent unless there is a domestic violence issue.

In the US Virgin Islands, intergovernmental documents have party addresses listed.

\*New York Family Court records are not public records. IV-D applications that keep the addresses confidential are done if there is unreasonably high risk of harm to a party. IV-D in New York is a separate issue.

\*Wake County North Carolina: custody visitation issues when using joint, split custody are separate issues.

In Indiana, a letter is sent to the NCP that states the resources available regarding visitation. Also, in Indiana, notices regarding support and visitation are scheduled together. It is noted in the IV-D child support order who the custodial parent is and this is referred to by the authorities when disputes arise between the parents. Some CSE staff had mixed feelings about IV-D being involved in custody and visitation, but likes the idea of referring IV-D parties to mediation, which would prevent the CSE staff from being overly involved in those custody and visitation issues.

\*Amy of Indiana states that domestic violence orders are good for two (2) years. Typically, they consolidate the domestic violence order into a new IV-D paternity or support order where they include the arrears that accrued under the domestic violence order.

Indiana agreed that it isn't a requirement to have the domestic violence indicator set in their system.

Amy of Indiana says if IV-D roles are expanding, funding will need to be expanded as well.

The State of Oklahoma: in IV-D cases, support and custody/visitation are separate issues in state court, but tribal IV-D programs must deal with both.

\*A custody hearing in Wake County, North Carolina where the child was not in the home and the custodial parent was not complying with an order for the best interest of the child, CSE staff felt the program should be able to hold the parents accountable by taking away the current support. These parents did not comply with the visitation and custody orders.

In one county, Tommy stated that they are addressing standard parenting orders if there is no history of domestic violence. CSE staff ask parties if they agree on a standard parenting time order. If they agree, the judge orders the terms of the agreement. A part of CSE agency is creating a director for fatherhood programming. They have learned that the biggest issue for the NCP dads was facilitating parenting time as part of the child support order. The Agency hopes to get fathers to pay support if there are also orders for them to have access to their children. His jurisdiction has administrative officers who will start addressing parenting time, but if you can't get the non-custodial parent in for the administrative process, and the case has to go to court, the courts will not do anything about parenting time.

\*Magistrates are tired of seeing men come to court and state they don't get to see the child. They want the men to file motions/petitions for visitation/custody, so they can talk to these men about their next action. Chris from Indiana states they are going through the same thing there.

In New Jersey, Maria states hearing officers have the authority to mediate custody and visitation issues in conjunction with child support cases. Best practices for most part take them away from doing that. They have authority, but don't usually do it. In most counties, they bifurcate (divide into two parts) parenting time and custody issues to a mediator, to see if they can come to some type of resolution at the mediation stage. In the end, it basically comes down to: Do you have an agreement? If not, send the case to a mediator. If you do, you have the right to refile if you have a change. A lot of their non-TANF cases are still IV-D cases. Parenting time is standard and available through mediators. It is not a presumption, but just a tool.

Diane in Illinois stated that they are way behind the times. No custody/visitation in conjunction with child support program. However, she and IV-D administrator are in favor of doing it because it makes sense and will likely result in NCPs paying more on their support orders. Would like to see a law set forth standard parenting time schedule, like guidelines set a presumed correct amount of support. This is what the state law requires, unless domestic violence is involved or the child is very young.

Diane offers that a presumed standard parenting time schedule must be a very specific schedule, so you can notify the litigants and allow them to argue for a deviation if they want to. In most child support orders, parents are fine with the guidelines, and Diane assumes it will be the same for a parenting time schedule as long as the state law is specific enough.

Christine from Mecklenburg County, North Carolina and a person from Georgia were talking about fatherhood programs. The Georgia speaker said it is very difficult to tell fathers that the CSE staff established paternity and ordered them to pay child support, , but then that they cannot see the child. Their fatherhood program is FIRE (Family Interests Recreation Engagement.) There are issues regarding funding and training/authority of CSE staff.

Maria of New Jersey says that in her hearings, the biggest bone of contention is when parenting plans come up and child support is not related to parenting time. This creates hostility.

Diane from Texas states their model is standardized, so you are free to argue deviation.

### **Administrative vs Judicial--Defending the Program to the Private Bar – Facilitated by Jeff Ball**

#### **ISSUES**

- Private attorneys do not understand the Full Faith and Credit laws
- Private attorneys do not understand the tribal system and attempt to file those actions in state court

## BEST PRACTICES

### Administrative changes to meet Due Process requirements

- Notice to parties - It is important that notice is sent to both parties for any administrative action that will lead to establishment or modification, with sufficient time for the parties to respond and share information
- Means to contest - The parties must have an opportunity to present evidence and to challenge evidence of the other party or that evidence presented by the child agency; there must be an opportunity to challenge an administrative decision through an appeals process to a court.
- Simple language - Key is to avoid legalese as much as possible.

### Driver's license suspension outside a court process

- Colorado – through administrative process and through automation, Colorado suspends a NCP's driver's license if the NCP has not fully complied with the payment orders. This is defined by the NCP paying equal to or greater than 90% of the child support order for three consecutive months. This payment includes monthly current support and a monthly arrearage payment which is usually 20% of the current amount of support. The NCP receives three letters before the suspension is done, and the agency can issue a notice of compliance if a payment plan is agreed to or full payment is made a few days before the suspension takes place.

## Support Calculations and Social Security Title II Benefits – Facilitated by Jeff Ball

### Issues

- Social Security benefit lump sum payments and credit toward child support orders. (IV-D and prior to IV-D)
- Derivative dependent benefits.
- Verifying and calculating SSA benefits for the purposes of establishing a child support order.
- Confidentiality and the receipt of SSA benefits.
- Establishment and Modification of an order when NCP has applied for SSA benefits.

### Best Practices

#### Lump Sums:

- Indiana Brown court decision: NCP is automatically given credit when the child receives a lump sum payment from SSA. This has also been written in the Indiana Child Support Guidelines.
- Some states do not automatically give credit for lump sum payments. It is up to the NCP to file a motion for credit.

- In New Jersey, the law does not consider credits for lump sums prior to IV-D services. New Jersey cannot adjust administratively and the amount adjusted by the court is only the amount of support accrued during the period, not the amount of the total benefit.
- Illinois gives credit for a lump sum payment for the time arrears accrued during disability period. If arrears accrued prior to disability, no credit is given.

**Derivative Dependent Benefits:**

- Guideline specific for states. Many states add the child's benefit to the parent's income and then deduct it from the obligation amount. If it exceeds the obligation amount the child support obligation is zero. Indiana notes that if the child support obligation exceeds the benefit amount it goes to the arrears. Some states include the derivative benefit as income for the person receiving the benefit.

**Verifying SSA Benefits:**

- State Services Portal
- Award Letters

**Confidentiality:**

- Hint/Encourage CP to apply for SSA benefits for a child
- Testimony in court, then the receipt of SSA is not confidential

**Establish/Modify Orders:**

- Impute income for NCP if SSA has not been approved and NCP has not otherwise proven to the court he is disabled and unable to work.
- Illinois: one child is 20% of SSA coming in and if it is totally fulfilled by dependency allotment, it satisfies the obligation. This does not zero out the order, but court is notified and it is tracked at the agency level. If the benefit is less than the obligation, NCP has to pay the difference.

### **Training for the holes: How to make training “stick” – Facilitated by Rhonda Tamulonis**

With all the policy, system, regulation changes how do you make training “stick”? Employees learn at different paces. Pay attention to cues and whether they are learning and retaining info.

Do not send new staff to training too soon. It does not stick. It cannot stick until they have the opportunity to learn the basics and understand the context of material. Training must be based on skill set of the individual.

For some employees, on the job learning through experience works best. ***You need to train on critical job functions, duties and responsibilities of the position***; what they need to know. Ongoing little bits of training are handled directly by supervisors. Staff member needs to tell what they do not know.

Use a variety of approaches to meet the variety of learning styles and needs of attendees to address conceptual, aptitude and learning model.

Best Practices

***Supervisors should take the same training as staff – web based is good.***

Supervisors follow up with staff. Rotate teams in the building for training. Send out notes immediately with bullets regarding the information discussed in the training. Follow up with emails to the staff.

If staff listens to outside trainers better than in house, conduct training out of the building where there are fewer distractions.

Partner new staff with veteran staff. Invite policy staff to come from the central office and train and teach staff to review policy and procedures and have staff ask questions. Don't just tell them the answer. Refer and have them practice searching the Policy and Procedure manual.

***Establish a support structure back at the office to reinforce it to staff after training, bringing it back to the office and applying what they learned.***

Quick Response (QR) codes that allow individuals to launch learning modules or guidance and approach on different issues or topics.



Quality reviews are another tool to use to monitor training issues.

Employees seem to follow training for a short time then retreat back to previous method.  
Reapply training. Training test/quiz to evaluate learning.

Schedule quarterly full staff meetings and have someone come in and train. Once a year have a paternity workshop. Invite hospital staff to come in.

Implementation of help desks to seek support and ask questions.

Make training “job ready” – combine policy with system so people get both in a “real world”

- Trainer problem – trainees forget the material. How to prevent this? Develop an electronic test to see if material sticks. Some people think test taking helps retention.
- Web-based training.
- Handouts from training help even if for later use.
- Best training is interactive – trainer involved the students by calling on people. The trainer who has visuals is effective.
- Adults learn differently so the mix of hands on and visuals, reading, etc. Some are audio learners.
- Trainer must be knowledgeable.
- Trainer must be able to relate to real world practice.
- Train each employee on critical job functions.

### **Motivating for performance: Doing more with less – Facilitated by Pam Sala**

#### ISSUES

- How do you motivate employee with little resources
- Motivating for performance: doing more with less

#### INNOVATION AND/OR SUGGESTIONS

- Seek input of ideas from employee on what would help them feel motivated
- Provide positive feedback and acknowledging employee efforts (handwrite thank you, offsite retreat, pizza parties, celebrate holidays)
- Recognition is important/gives a day or two of leave
- Awards at meetings
- Verbal “good job”
- Friendly competitions to create excitement and increased performance

- Inviting or creating an office environment that staff appreciates (We decorated the office with canvases painted by staff’s children, grandchildren, etc. then invited the children to open house.)
- Intrinsic is more motivating than extrinsic/or non-monetary more than monetary.....staff should enjoy coming to work bases on positive feedback, warm environment and a sense of satisfaction in doing the best for our customers
- Flexibility and flex time have increased morale
- Reserved parking spot for employee of week-chosen from random drawing...have a nice sign to designate the space
- Sending worker to the conference is a motivators
- Every other Friday highest achievers get recognized
- STAFF LOVE CASUAL DAYS; some ideas of how to structure it: Casual days each Friday if staff pay \$1.00 OR give the same number of casual days per year to a person as the number of years of service OR casual days sometimes used for fundraising
- Cross trainings/flip the workers until I make sure everyone is trained...the more you can do the more valuable you are to the agency
- Annual retreat/training during CSE awareness week-go to the park, put on a skit, food, budgeted for annually
- Telework days every day and others work episodic telework based on needs
- Once a quarter a staff member will get recognized...those who have gone over and above are recognized in a special ceremony
- County does an annual picnic with prizes
- Committee “We Make a Difference”—line dancing for fitness, recognition, contests....be flexible.

**Technology & Communication: How to you communicate with your staff, with your co-workers, and with your customers – Facilitated by Mike McGuire**

**ISSUES**

- Privacy issues when using external resources like email when communicating with customers
- Security settings on work computers that prevent staff from participating in webinars or video chats/conference calls

**BEST PRACTICES**

- Increase communication with customers:
  - Mass texting
    - Notice of office closures

- Payment reminders
    - Appointment and hearing reminders
  - Outbound auto phone dialers
    - Payment reminders
    - Appointment and hearing reminders
  - Providing direct emails for customer contact
  - Interactive web site
  - Web Chat
  - Mobile app
  - Video conferencing (particularly with NCPs who are incarcerated)
  - Blogs
  - Facebook
  - Twitter
  - Videos that target specific information (for example how to make a payment)
  - Customer service evaluations and surveys
  - Old Fashioned pick up the phone and call them
  - Letters
- Communication with staff
  - Emails and instant messaging (Lync)
  - Compass scanning to schedule appointments
  - Webinars
  - Go To Meeting
  - Yammer (used for internal communication across divisions and community partners)
  - Frequent conference calls
  - Quality Circle
- Communication with co-workers
  - Providing a direct line for other workers and other states to have direct access to caseworkers
  - Meeting with border states to discuss and resolve issues and create a connection

### **Managing Conflict – Facilitated by Patti Spear**

Managing conflict is never fun but can be entertaining and must be dealt with as it happens. It is difficult to satisfy all parties who are involved in the initial conflict if they are not aware that the manager has dealt with the conflict. They think that someone “got away” with something. This can tear away at the team. How can we prevent this?

For Staff Conflict:

- Bring all involved parties together to discuss the issues. This does not always work, but should be attempted before taking other actions.
- For repeated conflicts, it may be more reasonable to separate the parties into different units.

For Customer Conflict:

The group discussed the best way to deal with conflict, they decided the most effective ways included:

- Staying out of the conflict by refusing to engage
- Employing the QTIP philosophy – “Quit Taking It Personally” – worker can listen and allow their co-worker and/or customers to get the issue off their chest without internalizing the issues
- When dealing with conflict from a customer, be honest with them on what you can and cannot do to assist them. Make sure they understand the process as well as the law so that they have a better understanding of what to expect.

### **Lessons learned from the other side of the desk (practicing empathy) – Facilitated by Patti Spear**

Learning to “walk a mile” in someone else’s shoes is the key in practicing empathy. Being empathetic does not mean that you are agreeing with the person who is talking, but instead means you are listening and understanding what they are trying to communicate.

#### **ISSUES**

- Ensuring that you do not become jaded and begin treating people as part of a group instead of an individual

#### **BEST PRACTICES**

- Ensure that you are not just listening, but that you are “hearing” the person you are talking to
- Think carefully about what they are trying to say before you give a response
- If you do not know how to respond, or do not know the answer to the question being asked, then state that; give them a timeframe on when you will get back to them, do your research, and then make sure you follow up when you said you would
- Use your life and experiences to put what you are hearing into perspective; do not forget what you have been through
- Have a list of resources available to share

- Let them know you appreciate them
- End your meeting by asking if there is anything else you can do to help them

## INNOVATIONS AND/OR SUGGESTIONS

- Train staff in how to effectively communicate with customers, projecting empathy and compassion
- Hire staff who have the right attitude for customer service, not just the right skills
- Remind staff that there are two types of customer service skills they could use:
  - Being able to relate
  - Being too close to the situation
- When it appears there is a communication breakdown with the customer ask yourself – “Do they not agree or not understand or do they understand and not agree? If a customer does not understand then customer service is poor and the worker must continue to explain the information on all levels possible ensuring that the customer understands. Once the customer understands, then explain the policy to them to support the actions that are being taken. If they continue to disagree then advise them of the next steps that can or will be taken.
- Work with your community partners to provide education to custodial and non-custodial parents as well as those who work with them to ensure they have a solid understanding of the child support program.
- The Office of Child Support Enforcement has published articles that address the need to provide excellent customer service. They remind us that our image is being reviewed each time someone walks into our office. We should review everything including the pictures on our walls – is it balanced between fathers and mothers or do we unintentionally give off the impression that we have taken a “side”? Do we assist them in reaching the right resources, or do we tell them that it is outside of our scope and move on? The articles include:
  - Do you have a friendly office when the public walks in the door?
  - Is your office father-friendly?

## **Practical locate and social media use – Facilitated by Debbie Edwards**

### ISSUES

- Lack of resources or work restrictions placed on staff access to resources

### RESOURCES

- **Facebook** – for location and information gathering purposes
- **Texting** – TN is trying new texting systems that will text and NCP instead of calling to remind of payments and court dates.
- **Email** – Some office in NC are using emails to contact parties to gain information about case.
- **ACCURINT** – some offices use the paid system, Accurint, to track down parties in their cases. Accurint will allow one member of staff or all staff members to have access for a fee. The Federal level is looking at doing Accurint Searches for all states; pilot project is getting under way.
- **CP** – most offices rely on contacting the CP on a regular basis to provide all the information that he/she may have pertaining to locating the NCP.
- **Newspapers** – some offices subscribe or a staff member brings in a copy of the local paper or area NCP last located in Newspaper.
- **Liens** – review houses, boats or other property to see if a lien can be established. Most counties provide information on-line for property ownership and whose name is listed.
- **Workers Comp** – some states have automatic match in place to notify the local or state offices if an NCP is eligible for workers compensation benefits.
- **Lottery Match** – some states have automatic lottery matches for a person that wins a large amount and owes a threshold amount of arrears on a child support case.
- **VINELink** – CSE staff can use this to verify if an NCP is in custody; can set up an automatic email alert when person is released.
- **Department of Corrections (DOC)** – Some states have their DOC Inmate access free online and CSE offices are able to access this information for date a person entered into DOC or the date s/he was released.
- **National Change of Address** – Matches against US Postal Service – Free from FPLS-State Process
- **Twitter** – some offices allow staff to access Twitter to search for NCP's.

- **Q-Cards** – one office has a Q-Card App set up to use via bar code (QR Code). This has the parties’ most frequently asked questions in that office.
- **YouTube** – some staff in offices have located NCP’s via YouTube by searching that person’s name and seeing videos they have made and matching the face in the video to a picture that they have on file.
- **Military** – contacting Local Judge Advocate on the base; Using Military Newspaper.
- **Most Wanted** – Some offices have Most Wanted Posters out and in some states/offices there is a Facebook account that is dedicated to the most wanted for child support
- **The Work Number** – some offices pay for extra services via The Work Number to locate NCP’s and to gain more employment information; can even see a copy of the NCP’s pay stub.
- **SSP (State Service Portal)** – some states have access to the SSP and use it to assist with location searches
- **Phone** – More and more offices are relying on calling an NCP/CP for information versus sending letters. All numbers are being updated in their system to ensure when a number is changed or no longer in service.
- **Locate workers** – some offices have designated one worker to do all locate services in their offices.
- **Google** – type in a person name and state of residence in quotation marks and hit “search”.

### Using automation in your office – Facilitated by Tim Cawoski

Groups were asked what types of automation your County, State or office currently uses.

- CSENet for Intergovernmental cases
- Worklists/triggers/alerts that notify the caseworker of any action that needs to be taken
- Data Warehouse reports designed to assist managers monitor worker performance
- Outbound calling system through the state call center’s interactive voice response (IVR) system
- Wage withholding to employers, the Social Security Administration and unemployment insurance, NMSN and Insurance Match
- Postal verifications on potential address
- FIDM matches, DMV, license suspension, passport revocations, SSN and FPLS matches
- Liens and levies on intergovernmental cases
- Interface with FCR

- Letters generated when an Order is three years old notifying the Custodial and Non-Custodial parents of their right to request a review and request updated information about the parties
- Case closure notices are generated when the case meets the federal requirements
- Interfaces with Medicaid and food and nutrition services provides address information for location
- FPLS, CSLN, and disability alerts from SSA

## INNOVATIONS AND/OR SUGGESTIONS

- Establish a Statewide IVR that will respond to routine questions
- Create macros that speed up routine tasks
- Create a system that automatically suspends drivers, hunting and fishing licenses when the case qualifies
- Create specialized caseloads and functions that allow for greater productivity and accurately records the work that is being done

## Tips for improving performance – Facilitated by Mike Moreno

### BEST PRACTICES

- The state conducted best practices forums, similar to this ERICSA session, to gather child support staff from other counties and agencies for brainstorming sessions around best practices. The results from the workshops were shared across the state.
- Two weeks prior to a hearing date, the county office sends reminder postcards (group agreed that text message reminders is also a similar alternative) to the CP. They had fewer continuances, less upset parents, and support orders were more quickly established.
- Created an arrearage calculation spreadsheet designed at an elementary reading/comprehension level to show parents how they came to the arrearage balance.
- Customer service web portal was developed. Parent information can be updated via the portal. All information pertinent to the case can be managed through this portal. The implementation of the web portal has shown:
  - A reduction in the number of calls to the call center
  - A reduction in complaints
  - Service to clients is more timely and robust, because information is updated
  - A better response to appointments and therefore less “no-shows”
- County absorbs the entire costs of the paternity testing and requires no payment from parents. Since implementing this policy, they were able to improve their paternity establishment percentage.



- Checklists were created for child support case workers to use during the workflow process. It ensured that case files were clean, and it also sped up the order process for parents, because it ensured that all steps were completed for a smooth case. Born out of wedlock indicators were cleaner.
- As soon as a case is opened, a call is made within the first week to the NCP. If they cannot reach the NCP, a letter is sent. No appointment is required. They ask parents to simply come in to the office.
- IV-A collaboration: Two child support workers are located within the IV-A office to support efforts of intake, DNA testing etc. After implementation, cases under order increased from 77% to 80% in eight months.
- Call NCPs one week after a letter with the new Order is sent to remind them of their obligation. After implementing this procedure, percentages for current support increased.
- States with strong voluntary paternity programs, primarily in the urban hospitals, have strong paternity performance. Visiting hospitals at least every 6 months to supply them with materials and remind them of their obligation in the program will improve performance.
- Pennsylvania allows the court to modify payments for parents who are unable to pay such as incarcerated parents. Also have \$0 starting payments for NCPs who show up for training opportunities.
- The state reviewed the existing law and realized they could pursue dollars in retirement accounts even if the NCP is not yet retired. This created an opportunity to collect payments on many cases.
- Michigan is collecting casino winnings in cooperation with the casinos, matched at the point of payout.

#### INNOVATIONS AND/OR SUGGESTIONS

- Recommend systems development to have specific fields for cell phones and email contacts for automated early notifications. Since addresses often change, but not as often as cell phones, it would be a good alternative to snail mail for notifications. The group agreed that many systems are antiquated and do not allow for these “special” fields, but a best practice to drive performance metrics would be to ensure that additional fields are allowed.
- Create a systematic/automatic checklist built into the system that forces staff to review the case ensuring that the data is accurate.
- System could not accurately calculate the percentage for payments associated with bonuses and lump sums, so the state created a process to accurately calculate the payments and collected over \$710K from these payments within six months.

- Recommend a process for systems to more readily share information across states for intergovernmental cases.

## Working with community partners – Facilitated by Margot Bean

### BEST PRACTICES

- Holding town halls in the community in centralized location to allow for information sharing and questions
- Establishing frequent meetings with community agencies that allow an exchange of ideas and development of programs
- Working with fatherhood groups
- Partnering with local colleges and universities to develop training programs for unemployed and under-employed parents
- Working with the Department of Health and Human Services
  - PowerPoint created explaining the role of child support
  - Series of meetings held asking how the relationship can be improved
  - Informal activities, like office picnics, are held to build communication
  - Liaison set up to assist with any issues that are found
  - Prioritized problems into categories like system issues and communication issues so that they can be addressed at the correct level
  - Created email templates that can be used between the two agencies to ask and answer questions
- Partnership with organizations that work with veterans and young people and develop processes to refer NCPs who need assistance
- Outreach through homeless organizations to hold meetings in the shelters where any problems can be discussed and resolved
- Partnership with fatherhood organizations to develop programs that can overcome barriers like job training and education referrals.
- Created a list of community partners that can provide assistance in overcoming barriers that can be given to parents; Potential partners include:
  - Workforce Development
  - Legal Aid
  - Sheriff Departments
  - Community colleges
  - Military
  - Public library system
  - Employment services

- Goodwill industries
- Kids focused programs
- Fatherhood programs
- Re-entry programs or programs that work with recently released prisoners

#### INNOVATIONS AND/OR SUGGESTIONS

- Research what motivates your community partner

## **What processes would you change? – Facilitated by Angela Talley**

### ISSUES

- Not all states are using CSENet
- Some states are requiring a completion of their own modification paperwork in addition to the paperwork that is being done in the Petitioner's state causing a delay in processing. If it is required, then forms should be accessible to all states so that they can have the appropriate documents completed initially.
- There have been some instances where the FIPS code was not correct on CSENet transactions
- Large intergovernmental caseloads
- Training is needed to ensure that all intergovernmental workers are aware of the procedures
- Workers are not sending updates ensuring that all parties are informed of the status of their case
- Contact information in QUICK is not accurate
- Statewide customer service call centers make it difficult for intergovernmental workers to communicate
- States are not using uniform FIPS codes

### INNOVATIONS AND/OR SUGGESTIONS

- Require every State to provide a direct line phone number on all intergovernmental communications to intergovernmental staff in other States
- Have all states use one central automated system, a national communication system that allows states to communicate and monitor cases
- Promote use of email communication between interstate caseworkers
- Require all states to adopt QUICK
- Stress to CP's that they must communicate with their own state's caseworker
  - Keeps workers informed of all actions being taken, as workers are often bypassed when the other state speaks directly with the CP
- Conduct a review of the redirection process for other State's orders as the current process is causing inaccurate payment distributions
- Require consistency in States' FIPS codes
- Require States to honor every lien

- Develop a matrix that provides precise information on how each State uses CSENet and have it available on the State Services Portal

### What would you create? – Facilitated by Carla Szalewicz

Groups were asked if you had complete control what would you create to improve intergovernmental processes. Following are their answers:

- QUICK access for every state
- Access to direct phone numbers for caseworkers in other states
- Better communication between caseworkers regarding case closure
- Enhanced QUICK with a chat room just for caseworkers (Facebook style)
- All CSENet transactions appear the same in all states
- Attach read receipts to CSENet transactions
- Message board where workers can post questions and every state can respond
- National live “chat” program that will allow workers to communicate through computer systems in real time
- Uniform pay histories across the nation
- International locate tools
- Warrants for failure to appear should be enforceable across state lines

### INNOVATIONS and/or SUGGESTIONS:

- Create a National Tribunal for those intergovernmental case situations with conflicts that cannot be resolved within the participating States due to legal issues, policy conflicts or other outlying factors. This tribunal would be the final decision maker for these case situations.
- Have the raw data from the current federal insurance match process through CSLN (Child Support Lien Network).
- FCR create a nationwide image database of all orders and develop a national certification process so the local office would need only to go to the database, find the appropriate order, print with the nationally recognized certification and move forward with the case action.
- Texas allows an individual prior to a child’s birth to sign the Affidavit of Parentage (AOP) and the AOP is filed once the child is born. Have this process as a nationwide process.
- Ask that QUICK screen include an Order ID field.
- The QUICK payment history also needs a unique code for other state payments. Including the other state payments in the general “Other” payment code creates confusion.
- Have a nationwide case structure requirement for all child support cases. Include in this structure requirement clear instructions regarding how multiple order cases are built and organized.

## What is your organization doing that works? – Facilitated by Pat Quinn

### BEST PRACTICES

- Program Directors and Supervisors across the State are working together to share best practices and improve communication.
- Specialized intergovernmental caseloads focused on responding or initiating cases.
- Attention to continuous improvement including enhancing and improving intergovernmental communication and resources.
- Periodic refresher training and open forums to share information and ideas.
- Targeted court schedules for intergovernmental cases, allowing the attorneys and judges to focus on the issues that are inherent in intergovernmental cases.

### INNOVATIONS and/or SUGGESTIONS

- Texas' centralized collection, specialized enforcement unit. This unit uses the Child Support Lien Network, pursues probate and initiates foreclosures. If the case is an initiating intergovernmental case, Texas will notify the other state giving them an opportunity to pursue the asset. If not, Texas proceeds with legal action to collect funds from that asset. Rural counties have limited abilities and this specialized enforcement unit provides the additional collection tool.
- Another process implemented at the Texas Central Registry is their attempt to initiate administrative enforcement actions prior to forwarding the incoming registration case to the county.
- Georgia has a centralized initiating intergovernmental hub. The Central Registry retains all initiating intergovernmental cases and only forwards the cases to the county when court action is required. Incoming responding intergovernmental cases are forwarded to the local office for service.
- Georgia diligently reviews the yearly ICR report updating their computer system to be sure the correct case information is in the Georgia system.
- Missouri's centralized intergovernmental process is similar to Georgia's. All responding intergovernmental cases are maintained in the Central Office. All administrative services are conducted at the central location and the only time the case leaves the central location is for court action. Once the court action is completed, the case is returned to the central location.
- Missouri has expanded its intergovernmental specialization to include outgoing intergovernmental cases. Each field office has specialists managing intergovernmental referrals initiated to other states.
- Missouri has implemented many levels of automation for CSENET and ICR to ensure data is accurate in the Missouri computer system.

## **International challenges – Facilitated by Rob Velcoff**

ISSUES – While the participants have not had worked with many international cases, they did have the following issues when they did:

- Currency conversion – States have had some difficulty when converting the child support obligation in court orders; leads to overpayments in some cases.
- Order translation – when requesting another county to enforce an Order that was entered in the United States, it is costly to get the relevant documents translated. When receiving documents from another County, the translated documents are often a literal translation that is difficult to put into context.
- FIPS Codes – child support agencies do not have appropriate FIPS codes for other countries, including those countries with which we do not have a reciprocal agreement.

### INNOVATIONS and/or SUGGESTIONS

- Require the initiating country to convert, or include currency conversion information, in the ordered child support obligation.
- When working with countries that do not have a reciprocal agreement in place, the participants suggested that the child support agency should still prepare and send the UIFSA action, because some countries will respond and provide the appropriate service for the child support case.

## **State to State communications – Facilitated by Rob Velcoff**

ISSUES – the participants agreed that the largest issue they face in state-to-state communications is the inability to reach and speak to the caseworker assigned to the case. In particular, the participants discussed the following issues:

- Restrictions on what can and cannot be shared in an email; it limits the effectiveness of using email as a communication tool.
- Call centers are difficult to work with and answers are not always received in an efficient manner.
- The 30-60 day waiting periods to receive a response on a status request is impacting the State's ability to enforce the court order.

### BEST PRACTICES

- Direct contact information to be shared between intergovernmental workers.
- Use of email communication between States.

- Scanning documents instead of faxing.

#### INNOVATIONS and/or SUGGESTIONS

- The suggestion was made to include a real time chat feature in QUICK that would allow caseworkers to work together to resolve issues. Discussion centered on the fact that QUICK, through the State Services Portal (SSP), has the appropriate encryption to provide the security protection needed to exchange case numbers and other case specific information needed.

#### **Working with tribes – Facilitated by Rob Velcoff**

ISSUES – most of the participants stated that they have very little issues working with the tribes. The following were discussed as problems that they had encountered:

- States incur additional costs when the tribal courts prepare their legal documents.
- Slow response to enforcement requests.
- Lack of consistent processes between the tribes.



### **Verification of Employment (VOE) Forms – Facilitated by Sherri Grigsby**

Question 1: Does your state send VOEs?

Question 2: If so, why? (Info is provided through new hire and quarterly wage reports)

Question 3: For employers: Do you receive a large number of VOEs?

Toby from OK: Yes, OK has sent VOEs for years and he has been fighting to stop. The primary reason for needing to send them is to obtain medical info. They are in the process of looking at developing a medical questionnaire for this purpose.

Frank from CO: They do send VOEs for wage data. They are set up to send automatic income withholdings as a result of New Hire matches.

Chelare from NJ: Yes, they send them during the review and adjustment process and for verification of salary. With NH, sometimes salary info is not included. Some employers do not fall into a category that requires sending new hire or quarterly wage data. New Jersey is currently building an employer portal for multiple purposes.

Toby asks Chelare – Use portal for salary data inside system? Chelare: Use for upward/downward modifications. Frank agreed that access to current salary data is critical in right sizing orders.

\*These three agreed that obtaining wage data through NH would be beneficial. Having to wait three months or longer through quarterly wage for salary data is too long. They also suggested that getting medical information (availability) through new hire would help.

Toby: It would be great to have a database of employers that would also include information about medical insurance availability for employees and other related information.

Rita: (Only employer at the table) Answered about volume of VOEs, although she didn't have direct knowledge. Stated that they complete them on demand (she thought).

Bill added that employers report they get huge volumes and sometimes have to hire staff to just respond to them. Employers say that they would love to have one standard record layout. Right now different states have different requirements to meet different needs. \*He also suggested the possibility of having e-VOE just like e-IWO.

Cindy H. added that she is astonished at the different ways that the information is requested from employers. Toby added that VOEs were discussed at the last conference and many said that they needed the salary information in court.

Vicki T. added that a bill to mandate e-IWO has passed the House.

Lee, SDU in ND: Sends VOEs, usually on tips received on employment

Lowes: Receives large volume of VOEs and would support just verifying employment. They receive requests for medical, salary, and other information which requires routing the forms to several different departments within the company. This is very time consuming and are difficult to process.

\*Cindy – An automated VOE would need to contain many data elements to satisfy all senders' requirements. Lowes would support this.

Lee with ND – State administered program, but various offices were modifying the form to suit their needs. They are working to get the form standardized. Need standardization and uniformity. State has competing philosophies on sending VOEs. One school of thought supports sending forms to get everything up front; the second school of thought supports sending VOE as information is needed. Lowes added that they preferred to get everything at one time.

Jacque: States should consider cost savings when sending 16 pages of documents for one hit.  
Lee: Sometimes they are sent with entire sections marked out. High cost.

NC: Sends a medical verification semi-annually. TW Cable receives huge volumes, especially from NY, TX, and CA. It takes them roughly 5 minutes to complete each one and then they must forward it to the Benefits team to complete its portion of the request

Dennis – PA – Doesn't work with them directly, but doesn't understand why they are needed due to New Hire and QW information availability – redundant, wastes time, energy, money.

Cindy discussed developing a standard response form. Response can affect guidelines calculations. Group felt it worthwhile to consider automating responses.

Dennis pointed out that there were 50 states with 50 different ways to obtain this information. Employers have to bear the burden of responding to all of them. He offered for consideration the possibility of a federal database for reporting standardized information including medical and salary information.

Cindy pointed out that there is a National Employer Table that is maintained centrally. The Department of Labor maintains it and the information is closely held. It is not segmented in a way that would be useful for us.

Natasha asked how a standardized form would be promoted. Cindy – Promoted through the American Payroll Association and on the OCSE website.

Consensus that standardization is needed and automation of as many processes as possible is highly recommended.

Dayra, OK – VOEs are primarily used to obtain wage information to modify and establish orders.

Lynn – Used primarily when a CP reports employment for the NCP and it is not shown on NH; also used to get wage data for modifications. KY has taken off the medical portion of the form

Paul – USPS receives them, and their human resources department handles. Currently trying to streamline the process

OK receives roughly 2,000 returned forms per week. They would welcome standardization and believe it should occur on a national level.

Cindy – There has been a national workgroup to come up with a standardized form. During talks, about they found that there were 25-30 different ways to ask for income information. States were very specific about what they wanted, so consensus was difficult.

Lynn – Helps to standardize, especially for employers

Dayra – \*Some employers have standardized on their own and will not respond except in their format

Jay –\*Employers would welcome guidance in developing a standardized response form

Cindy – Also had workgroup for standardized response form; Issues with types of medical insurance offered. Also there were issues with employers who had a third party payroll service handing information. For example, The Work Number has different levels of service they provide. They may handle some aspects of paperwork for an employer, but not all. This impedes the flow of information. The employer may refer the state to the Work Number, but then they may not handle a certain type of response, so getting a response may get in an endless loop.

## **Debt Inquiry Service (DIS) – Facilitated by Lynnetta Thompson**

### ISSUES

- Not all business are using it, Time Warner Cable reports that they are currently sending it out and waiting for a response
- Businesses do not have to report the amount, which is good, because the employer does not always know the amount until right before it is issued.
- Never can take more than what is ordered (NC)
  - Can't take over current (\$250) plus arrears (\$50) was the example
- NC can't process through e-IWO-Lump Sums
- Employers don't hear back and don't know what to do
- Employers are only reporting to the mandated states
- There are no standard processes or uniformity between the states
- Turnaround varies by state

## INNOVATIONS AND/OR SUGGESTIONS

- Ability for employers to send information back uploaded electronically or by email
- Need better communication between the states and the employers
- Need standard process and mandates
- Need functionality built into the portal that allows the state to reply to the employer
- Need the ability to upload information into the portal
- Look at statutory language for state (NC)
- Place of employment wants to use e-IWO process to notify of lump sums
- Place of employment wants instant notification
  - Ohio allows 30 day holds because they do not hear anything
- States want employer lump sums mandated
- States want access to FEIN table from other states



# SUBMITTED NOTES

# TRACK 1 NOTES

## *TABLE 1 – Erica P. Bryant, note taker*

- TOPIC ONE: CUSTODY AND VISITATION ORDERS IN IV-D PATERNITY CASES/FACILLITATOR NAME: Christine Jennings
  1. Facilitator introduces the topic.
  2. Pat: In Monroe Co, IN (Wilmington, IN) they are currently operating under a grant where paternity cases are tracked for custody issues. The IV-D Commissioner does visitation on new cases except cases that come in via a divorce hearing.
  3. Pat: As soon as a new case is received, the case is screened for domestic violence (dv) issues and the decision is made for the case to proceed on the mediation track if there are no dv issues, or straight to the formal hearing track if there are dv issues.
  4. Linda: Cabarrus Co. NC noted that they do not touch visitation issues and refer IV-D case participants to get private counsel.
  5. Pat: In Indiana a letter is sent to the NCP that states the resources available regarding visitation.
  6. In Indiana the notices regarding support and visitation are scheduled together.
  7. Jen: IN places it in the IV-D child support order who is the custodial parent and this is referred to by the authorities when disputes arise between the parents.
  8. Linda: NC does the opposite, stays out of this issue and tells the authorities that NC child support orders are child support only.
  9. Linda: DV orders may have a support and custody or restriction of custody component and NC sometimes intervenes on the support only portion of it if it has not expired. She noted that the orders are good for one year in NC.
  10. Amy: IN DV orders are good for 2 years. Typically, they consolidate the DV order into a new order where they include the arrears that accrued under the DV order.
  11. Facilitator asks, "What are the requirements for IV-D to code the case as domestic violence?"
  12. Linda: In NC questions are asked about why the DV indicator needs to be set. Court involvement is not required, but it has to be more than the participant doesn't want their information released. She noted that moms can be a barrier to visitation being set up with the father because they can have so much anger.
  13. IN agreed that it does not require a DV order to have the domestic violence indicator set in their system.
  14. Jen: Mixed feelings about IV-D being involved in custody and visitation.
  15. Pat: Likes the idea of referring to mediation vs. IV-D being overly involved.
  16. Amy: If IV-D roles are expanding, funding will need to be expanded as well.

- TOPIC TWO: POTPOURRI-HOW DO YOU GIVE CREDIT ON OBLIGATIONS IN DISABILITY SITUATIONS/FACILITATOR NAME: JEFF BALL
  1. Facilitator gives the choices for discussion and the above topic was selected.
  2. Linda: In NC, the child's SSA benefit from the NCP is added to the NCP's income from disability then minused out of the obligation at the bottom of the worksheet. IN all agreed that they calculate the same. IN noted that the excess obligation goes toward the arrears. NC noted that it does not.
  3. Pat: Both parties are told to bring their award letters to court to look at the lump sum payments for the NCP and children.
  4. Jen: looks up the lump sum payment info.
  5. Pat: some get SSI and SSA and when looking it up, it's hard to know how much of each.
  6. Amy: SSA used to fill out forms providing this information.
  7. Linda: Thinks you can get all the info needed maybe from the State Services Portal.
  8. Amy: The portal is difficult to use, but since SSA not filling out forms, will use the portal "it is what it is."
  9. Facilitator: in CO they cannot break the confidentiality of the NCP by telling the CP that he/she is getting SSA. They have to hint around that the child may be eligible for a benefit and just encourage the CP to apply for the child. Facilitator noted that the confidentiality issue comes from a strict interpretation of the law.
  10. IN stated that the Commissioner tells the CP to apply and it's not confidential because the question about the NCP's benefits is asked in court.
  11. Facilitator posed question about arrears and SSA. How is the credit resolved if the child receives a lump sum?
  12. Linda: Encourage the CP to give credit and the NCP to file a motion. If the case is in court on an OSC and the NCP mentions that the lump sum, the judge might make the CP come to court and testify that the lump sum was paid.
  13. Pat: In Indiana, after the Brown court decision, the NCP is automatically given credit. It has been written into the Child Support Guidelines as well.
  14. Linda asked IN if incarcerated NCPs in IN have to file motions for credit. Answer from IN was yes. Linda stated that is how NC does SSA credit. It's not automatic.
  15. Facilitator asks: if there is an EST case and the NCP states that he has filed for disability, but does not have a doctor's note stating that he cannot work, what is done?
  16. Linda: NC would establish a \$50.00 per month order based on zero income even if SSA pending if there is no doctor's note stating that the NCP cannot work. She further noted that NC cannot impute income for NCP unless the court decides that the NCP has shown "bad faith."
  17. IN stated that the NCP is assumed capable unless he proves otherwise and filing for disability does not show that. An order would be set based on minimum wage and the support obligation would be \$290 per month.
  
- TOPIC THREE/CONTEMPT/FACILITATOR: TERRY O'HALLORAN

1. Facilitator asks: What kind of contempt is pursued by your IV-D office? Explain your process.
  2. Linda- In Cabarrus Co, NC the ability to pay is concentrated on. For criminal contempt, the sentence is handed down then there are conditions placed on it such as 40 hours community service. Long process. For civil contempt the judge tells the defendant that he can be confined FOREVER. The case is reviewed periodically by the judge and a purge is set. The worker knows to take action because ACTS alerts the worker and action is taken within 60 days.
  3. Pat- in IN civil contempt is usually pursued because that process is quicker. But they do have a day a week for criminal felony non-support. For a C felony the defendant must be \$15,000 behind, and for a D felony the person has to have gone 6mths to a year without paying. The supervisor handles the felony cases and the punishment is 280 days. The other cases that are brought to court are 4 weeks behind or people who get tips and do not pay out of your tips.
  4. Amy-in IN there is a \$1000.00 threshold before filing for civil contempt unless it is a very low order.
  5. Facilitator: many NCPS feel that the arrears are overwhelming by the time the matter is in court.
  6. Pat- if the jail population has to be brought below a certain number, guess who gets released early? You have muggers, rapists, and people delinquent on child support to choose from.
  7. Facilitator: What can be done when the NCP is unemployed?
  8. Pat- in IN there is a blurb in the orders that the NCP will take certain steps when he is unemployed such as enroll in a program to overcome the obstacles to employment.
  9. Jen- in her County there is an alternative to jail because of the overcrowding known as "hallway jail." Her office is housed in the courthouse so the defendants go through security first. But are sentenced to come and stay in a hallway at the courthouse from 8am-4:30pm Monday through Friday. There is a one hour break and two fifteen minute breaks. They can fill out apps while in the hallway and leave for 2 hours per day to do job activities like turning in apps or interviews. They can't have their phones while in the hallway and cannot have any visitors. The staff monitors periodically and if some is missing and it's not excused, then a warrant is pursued immediately and the NCP is picked up and put in jail to serve the sentence. NCPs typically find a job within two weeks when this sentence is handed down because they'd rather work than do this. She also noted that pursuing the criminal felony prosecution is problematic because the person would now have another barrier to employment.
- **TOPIC FOUR: INNOVATIVE IDEAS WHEN DEALING WITH INCARCERATED PARENTS**
    1. Facilitator introduces the topic.
    2. Pat- for NCPs with felonies a list is provided to them that shows employers that hire felons. The NCPs have to bring back that list with notes about what happened with each employer.
    3. Facilitator: When do you offer this?
    4. Pat- Upon release from jail.



5. Jen- Visits jail and gives info to inmates. There is a new expunction law in IN that allows certain felonies to be wiped out and it can help take away that barrier to employment. BUT, she feels conflicted because she refers people to expunge other matters, but if they try to expunge a child support felony, she has been instructed to file an objection each time because IV-D does not agree with the law when it comes to felony support. The expunction is granted anyway, but a motion is filed out of principle.
6. Linda- in NC the NCP can file a motion after he is released, the credit is not automatically granted because the NCP may have work release. The court does allow a retro mod in this instance.
7. Facilitator- stated in conversation with other NC offices, this is seen as “correcting the record.”
8. Pat- in IN some counties file the motion for the NCPs.
9. Jen-her county does this.
10. Pat Bernens- she wishes that her county did this. Non-support felons can ask for a zero order while they are incarcerated.
11. Facilitator asks if in IN there is total discretion county by county?
12. Amy- not really. In the whole state no retro-mods are allowed so if the NCP does not file while he is incarcerated, he loses the right to that credit.
13. Jen- IN had a pilot on this and now it may begin giving info to incarcerated people about mods Statewide. If a person is sentenced to “community incarceration” a portion of the income must be paid to child support. Also, while the NCP is incarcerated in a prison, the money that is “placed on their books” by a girlfriend or family member can be counted as income. Also, if the NCP owns an asset such as a car, the value can be considered for child support as income.
14. Linda- In NC the case is coded unworkable and doesn’t accrue arrears and is not enforced while the NCP is incarcerated, but once the NCP is released the case is coded workable and the case catches up charging and the NCP must file a motion to get credit.

## TABLE 2 – Alyssa Harrell, note taker

### Track 1 – CLE

#### Administrative vs. Judicial – Defending the program to the private bar

Jeff Ball - Facilitator

Issues

Administrative changes to meet due process

- Notice to parties
- Means to contest
- Simple language

Driver’s license not through court process

- Co – administrative process
- Private r – should have litigated
- Private bar should honor the law
- 3 stages in NY to appeal

#### US Virgin Islands

- Income from personal injury suits – settlements undisclosed. Resistance from private bar

#### North Carolina

- Follow process administratively (Wake) for license revocation. NCP can appeal through district court using a private attorney

#### Tribal Court

- NE OK not many have private attorney
- State District Court – hunting/fishing license NE OK
- Private attorney trying to file in state court when order exists in tribal court
- Private attorneys do not understand Full Faith & Credit

#### US Virgin Island

- Intergovernmental case, US Virgin Island initiated to Georgia, Georgia did license revocation, NCP moved back to Virgin Islands, communicated with GA

#### New York

- Administrative process – quicker to implement and challenge driver's license (ex. Given)

### Civil Contempt vs. Criminal Non-Support

Terry O'Halloran - Facilitator

Issues:

NC – Mostly civil contempt, no clear guidelines on civil or criminal contempt in NC. Criminal contempt – right to remain silent should determine at beginning of hearing, not end.

Tribal Attorney – MOU – cannot file criminal contempt

NY – 3 criminal non-support (only big names)

Wake County – both civil & criminal contempt. Prefer civil contempt as it gets money to the custodial parent instead of just getting jail time. They use criminal contempt when not paid in years and they have assets and pay bills. It is determined on a case by case basis.

Virgin Islands – File OSC in family court, not criminal because they do not want to pay for jail

Payment timeframes:

NC – runs the gamut

NY – court rule, calendar within 40 days with a right to counsel. Once hearing begins – compact process. Criminal non-support not favored.

- Problem solving court – running for 3 years, 3 months and address issues like:
  - Job
  - Education
  - Mental issues
  - Training
  - Drug/alcohol programs
- Civil contempt – why not making payments? Determine barriers and work with the Non-Custodial Parent to remove the barriers.

Wake County NC – Fathers Forever and CSI program to build parent and child relationship

OK/Tribal – issues ex. 15 year old felony (did not return video in high school) – helped to clear felony

NY Civil contempt – vehicle to get NCP in court room. There is a threat of incarceration – don't want people there, but want people to know we can send them there.

## Incarcerated Non-Custodial Parents

Susan Paikin - Facilitator

Issues:

North Carolina – Arrears do not accrue if incarcerated and not on work release, no other resources

Wake (NC) – NCP files motion and received credit against arrears

New York – requires inmate to file motion and serve the Custodial Parent and social security benefits suspend when the NCP is incarcerated. (If they receive SSI the arrears go to zero)

Some states do it by statute

## Custody and Visitation Orders in IV-D Paternity Cases

Christine Jennings - Facilitator

North Carolina – IV-D/Non IV-D including income withholding – CP must provide address of child to NCP unless there is a domestic violence issue

US Virgin Islands – intergovernmental documents have addresses listed

NY – Family Court records not public records

NY – Confidential address application, unreasonable risk of harm. IV-D in NY is a separate issue. Dad complained twenty year old child did not call back quickly enough.

Wake County NC – Custody visitation issues when using joint, split custody. Otherwise separate issue

OK – separate issue in state court, tribal must deal with both

Wake County NC – custody hearing – child not in home – not complying best interest of the child. Should be able to hold parents accountable when they do not comply with visitation and custody orders (take CSUP away).

### ***TABLE 3 – Mary Ann Wellbank, note taker***

#### **Round 1- Terry O’Halloran, Facilitator: Talk about best practices concerning contempt – civil and criminal nonsupport.**

Tommy: Ohio does more civil contempt, reviews cases for years, hardly ever gets off docket. The juvenile court is more fast tracked. Usually one bite at the apple, pay or don’t or spend 30 days.

Chris – Indiana

Maria – Jersey, has criminal, but rarely used. Primary civil

Kathleen – Jersey

Diane – does worst of worst for criminal nonsupport, but do little civil especially after Turner vs. Rogers.

Kathleen – no attorneys to be designated public defender for Turner v Rogers

Terry: summary – more civil contempt than enforcement

Tommy: We have had a lot of contempt. It goes through juvenile court if never married. Indiana is the same. Court for people never married. Docket is set 2-1/2 weeks out. In lieu of reporting to jail, can pay 10% of arrears. Tommy started tracking it. Is working fairly well. More than not pay 10% of arrears. Otherwise issue capias for arrest.

Maria: what triggers going before the Court?

Tommy: file motion when NCP hasn’t paid. If haven’t paid, file motion to show cause, and they get a public defender. Usually a 30 day suspended sentence.

Terry: At what point do you deal with Turner?

Tommy: 9 times of 10 the public defender has them admit to the contempt. Admit they have the ability to pay.

Maria: In Jersey, doesn't work well. Probation is the arm of the court responsible for enforcing the court order. Non attorney probations file motion to enforce, computer triggers the notice of motion to enforce litigants' rights. Dealing with 3-4 month timeframe. Sometimes there is a quick turnaround. Maria and Kathleen are both hearings officers. If you served DC at last known address, even if not received, they can issue warrant signed by judge for failure to appear. Can take years, and if warrant is over two years old, they rescind it and relist the enforcement.

Case keeps coming back. Impose terms such as two missed warrants, and starts again.

Diane: Illinois is a little better. Order to show cause is personally served if agency has evidence there is ability to pay. Bifurcated hearing get admonishments and financial affidavits. Use as informal conversation to find out more. If he doesn't show up, sheriff serves. Next hearing goes to formal hearing. Diane says in light of Turner, present affirmative evidence on ability to pay. If court finds ability, findings show evidence. Give a week to come up with the purge, and if jailed, only 21 days. Then, if they don't pay, usually reduce it.

CP yells the loudest, that is when contempt is used most often. 6 months of nonpayment to 10 years is when contempt charged, but usually does administrative nonpayment throughout.

Terry: In PA contempt is automatically generated by computer after 30 days. Immediately issues contempt. Sits down with NCP. If they don't show up, requires payment program in order to avoid jail. Works out pretty well. Best thing is the time, the longer you go, the higher the arrearages. If you wait too long, they might never be able to pay. PA does not charge interest.

Maria: New Jersey will not send them to jail. After a certain amount of time in jail, it is considered punitive rather than coercive.

Kathleen: like a revolving door.

In PA, don't continue with contempt if they find out NCP lost a job. Or orders them to find employment, etc.

## **Round 2 – Susan Paikin: Incarcerated NCPs try to look at innovative ideas, best practices, etc., in order to share afterwards**

Diane – incarcerated NCPs – The policy is to actively go out and see if they are interested in downward mod. Trying to get automated when DOC matches come over. Right now, he is complaining. Bring to court, ask for zero dollar order, effective e for 6 months after release, then after release springs back. This is not statute: it is IV-D policy.

CP receives notice of downward mod, and has right to object to it. Usually doesn't show up or care. Brings them in to actual hearing. Must go to court to modify.

Must be sentenced for two years or more.

Kathleen – New Jersey – case law governs and allows NPC to make motion to modify support. Disposition is more of preservation for right to be reviewed upon release. Usually a year. No mechanism to make this happen. Not a lot of relief for incarcerated NPC.

1<sup>st</sup> part: NCPS need to file while incarcerated. On release, must file right after release. At this second stage, judge reviews appropriateness of arrears that accumulated and ability to pay that back. Once released, the judge can go back to date of filing.

Indiana – very similar to NJ. Up to incarcerated person. Reserve the date, and then determine arrears. 12 months or 20% change in income. Must file and give notice.

Ohio – courts used to approach incarcerated as voluntarily unemployed. Has changed now if sentence is longer than two years on establishment, will set current order of \$0. If less than 2 years, the \$50 a month. Courts go back to date of filing and set amount or modify down to zero.

Susan – is there any systematic notice, interfaces, etc.

Diane – We are trying to get there. We are providing prisons with forms. But we want something more automatic.

Susan – what if they are in jail awaiting sentencing?

Diane – we are more concerned with long term buildup of arrears.

Susan – a lot of states work with pre-released to help them before they are coming out.

What would you like to do?

Diane – has bill by state law to reduce obligation to zero if more than 6 mos. There is resistance – are you awarding the prisoner? There are two cases in Indiana where it has been ruled that incarceration is not voluntary.

Kathleen – video conferencing will make things easier. Hard and expensive to get people into court.

Susan – how large are caseloads?

New Jersey – large. Sometimes there is push back from custodial parents.

Susan: sometimes NCPs have no income....

### **Round 3-Christine Jennings: Custody and visitation orders in IV-D paternity cases. What are your opinions and what is happening in your state.**

Tommy: The county is addressing standard parenting order if no domestic violence and ask parties if they agree on standard parenting. If they agree, judge signs off. A part of agency is

creating a fatherhood director, and learned big issue was facilitating parenting time as part of child support. Hope to get fathers to pay if they have access.

Magistrates are tired of seeing men come in who don't get to see the child. Asks them to file something so he can talk about it.

Chris, Indiana: It is about the same in Indiana.

Maria: New Jersey – Hearing officers have the authority to mediate in conjunction with child support case. Best practices for most part take them away from doing that. They have authority, but don't usually do it. In most counties, they bifurcate parenting time and custody issues to a mediator, to see if resolution at the mediation stage. In the end, it basically comes down to do you have an agreement? If not, send to mediator. If do, you have the right to refile if you have a change.

Kathleen: yes, pretty bifurcated.

Maria: A lot of non-TANF cases are still IV-D.

Diane: In Illinois, we are way behind the times. No custody/visitation in conjunction with child support program. However, she and IV-D administrator are in favor of doing it, makes a lot of sense, will likely result in more paying orders. Would like to see law set forth standard parenting time schedule, like guidelines. This is what state law requires unless domestic violence or very young child.

Must be very specific schedule so you can tell litigants and allow them to argue deviation if they want to. In most child support orders, they are fine with the guidelines, and she assumes it will be same as long as state law is specific enough.

Christine: A Mecklenburg county NC presenter was talking about fatherhood programs as was Georgia. The Georgia speaker said it is very difficult to tell them they have child, establish paternity, and then that they cannot see the child.

FIRE – acronym to engage Family Interests Recreation Engagement –

Christine – funding and capability of staff are issues.

Maria: In her hearings the biggest bone of contention is when parenting plans come up and child support is not related to parenting time. Creates hostility.

Diane: Texas model, standardized is the norm, then you are free to argue deviation.

Tommy: His jurisdiction has administrative officers who will start addressing parenting time, but if you can't get NCP in, and he has to go to court, you can't do anything about parenting time.

Maria: parenting time is standard and available through mediators. It is not a presumption, but just a tool.

Christine: It is in legislation before Congress, but she doesn't know what will happen. What is under the purview of the child support program. Socially we are recognizing you can say that but it's not true. It is the elephant in the room.

#### **Round 4 - Jeff Ball: Potpourri – Admin vs Judicial; Registering Foreign Order; Title II Benefits**

Social security selected by group for discussion.

How does your state handle derivative dependent when you receive social security?

Tommy: if derivative benefit exceeds the order, then order is modified to zero. Also, any lump sums are credited against arrears even if they accrued before date of filing.

Maria: Very recently changed guidelines to include (use weekly rather than monthly). Person receiving derivative benefit it is calculated as income. Kathleen says derivative benefit is counted in the parent's income, and then counted out. Kathleen, mom is disabled and receives derivative benefit....

If CP disabled, derivative benefit counts as her share in income shares calculation, but does not artificially reduce NCPs obligation. But if it is HIS benefit, it does count toward his obligation.

Jeff : how do you deal with lump sums after it becomes IV-D case, but goes back to a period before it was a IV-D case?

Maria: New Jersey law says if it is prior to IV-D services, not considered at all.

Kathleen: Adjustment only to amount of support accrued during the period, not the amount of the total benefit. New Jersey cannot do it administratively. Court must modify orders.

Diane: For setting of support, Illinois is a guidelines state, one child is 20% of SS coming in, and if it is totally fulfilled by dependency allotment, it satisfies the obligation. Does not zero out the order, but notify court dependency benefit fulfills the obligation and tracks at agency level. If less than obligation, he has to come up with the difference. If it is over, then it is a gift. No credit to past due support. If lump sum, doesn't matter when it became a IV-D case, but of arrears accrued during period of his disability, it will all be credited to arrears. If arrears accrued prior to disability, then not credited.

Maria : If he applies for disability, does that modify support order?

Diane: Waits for social security. What about enjoining? Have had times when they set for review every six months, then will do criminal contempt and put him in jail.



Jeff: What to do in situation where NCP has applied for disability, totally disabled no jobs available? What if no doctors proof? What are you going to do in establishment case?

Tommy: NCP tells court he applied for SS, but that doesn't mean he is disabled. Usually impute income. Amount imputed would be determined when child support attorney asked questions about education, felonies, work history. They used to have a GM plant and people working with high school diplomas, but they can never get comparable jobs.

Maria: best for CP to get something, but she often imputes income if the NCP doesn't provide any information. May impute difference between highest and lowest wages.

#### ***TABLE 4 – note taker Unknown***

# TRACK 2 NOTES

## *TABLE 1 – Amy Kownack, note taker*

### Topic 1 Motivating for performance: doing more with less, Facilitator -Pam Sala

Pam discussed MI CSO was facing space issues and allowed for home office telecommuting, added a voice response system to route calls in 5 tracks, ease response for CSRs.

Renee-Implemented an electronic document department to proactively plan for reduction in force.

Marla –her customer service staff are positioned in a line with no privacy and plan to implement slight dividing walls to see if it drives productivity.

Todd-discussed high productivity by having low walls in call center environment to allow for some privacy but open enough for employee connection.

Pam restates how do you motivate employees with little resource

Michael- provide positive feedback and acknowledging employee efforts

Kim-Handwrite Thank you' s

Tasha-Seek input from employees on their interest, offer classes

Kim-Offsite retreats

Pam-Pizza parties, celebrate holidays

Kim-Seek input of ideas from employees on what would help them feel motivated.

### Topic 2 -How do you communicate with your staff, coworkers & customers, Facilitator-Mike McGuire

Renee- Email but its overused and impersonal

Marla-Direct conversation

Renee-External communication they use, letters, Facebook page, web site, evaluation of customer service

Kim-Federal office uses a blog

Mike M- Web chat

Marla- Employees are concerned about privacy and using email address to communicate with customers

Kim-Webpage-OCSE has a really good one

Mike- Need to have a standalone website that provides detailed information

Kim-webinar, go-to meeting

Regina-Monthly conference calls with State office

Mike-UIFSA conference calls to discuss difficult cases

Mike-Direct line of contact with other states

Mike-arrange meetings or conference calls with border states to discuss and resolve issues and form a connection

### Topic 3 Training for holes: how to make training stick, Facilitator -Rhonda Tamulonis

Rhonda-states with all the policy, system, regulation changes how do you make training “sticky”

Regina-reapplying training as employees seems to follow training for a short time than retreat back to previous method.

Marla-use a variety of approaches to meet the variety of learning styles and needs of attendees to address conceptual, aptitude and learning model.

Rhonda-Implementation of help desks to seek support and ask questions

Renee-Ongoing little bits of training are handled directly by supervisors

Marla- Learning at different paces, pay attention to peoples cues and whether they are learning and retaining info.

Rhonda-QR codes that allow individuals to launch learning modules or guidance and approach on different issues or topics.

Regina-on the job learning through experience works best

Marla-Training test/quiz to evaluate learning

### Topic 4-How to be more empathetic, Facilitator Patti Spear

Patti-Being more empathetic doesn't mean agreeing, it requires listening and understanding

Renee-Let people know your listening & hear them, think carefully about interaction and response.

Regina-Have to be conscious of jadedness and deal with each person individually

Michael-Share your own experience that aligns with them and where they are and you were in a similar place at a different time.

Patti-Share story and honor each individual's experience

Renee-Use life and other experiences to give your perspective

Marla- Don't forget where you came from, pay attention to concerns and address solutions

Tasha-Look for best practices or links to resources

## ***TABLE 2 – Chrissy Dingeldine, note taker***

### **How are you communication with staff, customers and agencies? – Mike Maguire, facilitator**

- Diane – mass texting in PA reference office closure, payment reminders, scheduling (appointment and hearing) reminders. Mike asked if it suppresses texts to represented NCPs. Diane indicated no because they are factual notifications.
- Mike – they do outbound calling
- Judy – NC has outbound calling
- Chrissy – Using Facebook for legitimate locate
- Diane – PA is in design phase for a mobile app
- Judy – Customers can send web inquiries. It is highly used.
- Marcia – OCSE provides email opportunities to citizens
- Dave – form mobile apps – look at airline apps for ideas in push notifications. They are way ahead of the curve.
- Mike – Web chats? Chrissy said the Florida is now doing this and had a great presentation at the conference. Most of us prefer web chats.

### **Potpourri Topic – Lessons learned from the other side of the desk – Patti Spear, Facilitator**

- Patti introduced “Walking a mile in my shoes.”
- Marcia – Listen closely, if you don't know the answer, make sure you follow-up. Then, be able to flip that role when you are contacting another state. Be appreciative. Let the other party know you appreciate them.
- LaShawn – Asked if CSRs are recruited or if they get moved into these jobs because they have shortcomings.
  - Marcia – we hire and train for customer service
  - Chrissy – hiring case managers to be CSRs may result in CSRs trying to be case managers.

- Diane – training CSRs probably is the key and the type of calls they will receive. Give them the training and support they need.
- Daisie – All staff need to be trained in customer service skills and the tool. There are two types:
  - Being able to relate
  - Being too close
- Dave – Don't hire skills, hire the right attitude

**Filling the Holes – Training the right thing, when we need it. Rhonda Tamulonis – facilitator**

Is this a challenge? Are we getting the job done?

- Marcia – You need to train me on my critical job functions.
- Diane – Adults learn differently. They don't want to listen and not interested during the training. Needs to be necessary to my job.
- Judy – And the tough part is staff bringing it back to the office and applying what they learned.
- Diane – There needs to be a support structure back at the office to reinforce

Rhonda – Devil's advocate – what happens when there are big policy changes or system changes. How do you make it successful.

- Marcia – I need hands on training and help when I am learning
- Daisie – They need good resources to refer to when they get back to the office, desk reference guides. Have different options based on learning styles.
- Rhonda – There is a book that lays out types of job aids – *JOB AID BASICS* – Joe Willmore
- Diane – They use “nuggets” with interactive components with written instructions
- Dave – Need to think about learning needs of small and large offices.
- LaShawn – You need to come back after the training and do a check-in to reinforce.

**Motivating for Performance. Pam Sala – Facilitator**

Pam – 90 employee + 45 work stations; allowed to work from home; IVR with skills based routing; given laptops. This has increased morale and enabled them to cut time to establish case.

- Diane – Some counties in PA have friendly competitions to create excitement and increased performance.
- Marcia – what motivates me is flexibility and flex time.

- Daisie – In NC, transitioned state to county operations in a number of counties. They (central office) moved into cramped space. Morale was low. They revived the “We Make a Difference” committee. Low cost – line dancing for fitness, recognition, contests. Have to address lack of raises. Be flexible.
- LaShawn – If there are big issues – change management is important. Recognition is important. Kudos and good news opportunities. Awards at meetings. A day or two of leave.
- Chrissy – Inviting office environment that staff appreciates. We decorated the office with canvases painted by staff’s children, grandchildren, etc. then invited the children to the open house. Intrinsic is often more motivating than extrinsic. Or non-monetary more than monetary. Staff should enjoy coming to work based on positive feedback, warm environment and a sense of satisfaction in doing the best for our customers.

### ***TABLE 3 – Von Cole, note taker***

#### ***Training for the Holes: How to make training “stick”. Rhonda Tamulonis – Facilitator***

- Make training job ready – combine policy with system so people get both in a “real world”
- Trainer problem – trainees forget the material. How to prevent this? Mecklenburg does an electronic test to see if material sticks. Some people think test taking helps retention.
- Some people talked about web-based training; they say it is okay.
- Handouts from training help even if for later use
- Best training is interactive – trainer involved the students by calling on people. The trainer who has visuals is effective.
- Adults learn differently so the mix of hands on and visuals, reading, etc. Some are audio learners: they spit it back
- Trainer must be knowledgeable
- Trainer must be able to relate to real world practice

What is the relationship of supervisors following up on the training topic?

- Supervisors should take the same training as staff – web based is good.
- Web tool (Bridgette) to show you what to do

#### ***Potpourri: Managing Conflict - Patti Spear, Facilitator***

- Managing conflict is never fun but can be entertaining. ☺
- Conflict must be dealt with. Managers certainly must address conflict
- Sometimes staff do not realize the manager has dealt with the conflict and they think the employee with the conflict “got away” with something. This can tear away at the team. How to prevent this?
  - What do you do when there is conflict between two people? Group says bringing the two in to discuss with a manager does not work.
    - Could transfer one of the people to another unit if repeatedly talking to the two people with conflicts and nothing improves.
  - How do you manage conflict of clients?
    - Don’t engage in it
    - QTIP – “Quit Taking It Personally” – worker can listen and allow the customer to get the issue off her chest
    - Lay down the rules to the customer – don’t pacify the person.

***Motivating for Performance – Pam Sala, Facilitator***

- Telecommuting is a nice perk – one person said he works longer hours on the days he is at home so you don’t necessarily work less if at home.
- Casual days per year given for # years of service motivates
- Casual days sometimes used for fundraising
- Casual days each Friday if pay \$1.00.
- Annual retreat/training during CSE awareness week – go to park. Skits, food, budgeted for annually
- Every other Friday highest achievers get recognized
- Sending to conferences is a motivator
- County does an annual picnic with prizes
- If no post-its in office, give post-its as motivators
- Reserved parking spot for employee of week – chosen from random drawing. Have a nice sign to designate the space
- Verbal “good job”

***How do you communicate in your office? – Joe Mamlin, Facilitator***

- Emails – too many! Can do Outlook rules to assist.
- How else could you communicate if no email?
- How do you communicate with customers?
  - Email – good because of paper trail
  - Phone – can answer multiple questions quickly
  - Letters – snail mail

- Portal?
- Interactive websites are good
- PA is video conferencing with people picked up on OFA
- Border meetings with border states – physical meeting once a year
- PDFs to people to solicit responses from co-workers

## ***TABLE 4 – Millie Bellamy, note taker***

### **Technology and Communication: How do you communicate with your staff, with your co-workers, and with your customers?**

Facilitator: Mike McGuire

Terry: We utilize a paperless scanning system. A staff of 46 communicates only by email, instant messaging; Sender of the message assigns a priority level to messages that tell the recipient the priority/importance of the message. Expedites messages to folks on different floors, saves time.

Kim: We know of counties using instant messaging too. It helps with their customer service.

Susan: We use link, email, compass scanning/appointments for people that come into our office. Link, face to face office meetings, telephone calls.

Kim: We can't use the cameras that come with our laptops or have computer-based cameras because of government security concerns. This makes it difficult for webinars or video chats/conference calls where you cannot see others.

Loretta: Mostly communicates by mail, telephone calls, with custodial parents and non-custodial parents, etc. Use dialer in cases that are 60 days or more delinquent.

Kim: We do a lot of liaison work. We use Yammer. Within HHS employees can be a part of it. Kind of like Face book but it is for an organization or agency. We use it for internal communication within HHS and across divisions like when we communicate with the Centers for Medicare and Medicaid Services or the National Institutes of Health. Share info across the agency. We can also set up external accounts for workgroups. We can have up to 100 people who are external to HHS. We use it like a semi secure face book. Can have individual groups linked to post/site. Real time editing. Can assign subgroups. We have one for our Grantees and one for our Veterans and Military Liaison Group. Can post specific to groups or all of HHS.

Susan: We have a face book page (county). Mecklenburg County does videos.

Kim: Some HHS and county groups follow Twitter.



Mike: Our office has a web based page. Family Advocate- allows non-custodial parents to respond. We make manual telephone calls (no dialer system). Allow folks to post to face book for follow up. Government hotline.

Terry: We are building a face book page.

**Training for the holes: How to make training “stick”.** Facilitator: Rhonda Tamulonis

Loretta: Staff listens to outside trainers better than me.

Kim: Get them (staff) out of the building where there are fewer distractions.

Terry: We rotate teams in the building for training. Supervisors follow up with staff. Notes are sent out immediately with bullets regarding the information discussed in the training. We follow up with emails to the staff.

Susan: We do not send new staff to training too soon. It does not stick. It cannot stick until they have the opportunity to learn the basics and understand the context of material.

Rhonda: Evaluations are useful to instructors. The comments on the evaluations tell us what is needed. How can we match training to needs?

Terry: If you send new workers to training too soon you kill yourself. Training must be based on skill set of the individual.

Susan: Staff member needs to tell me what they do not know.

Kim: I am retired military. HHS hired me to rewrite the military manual. I am new to the civilian side of the federal government and to HHS so I don't know what I don't know to even ask about appropriate training. How do I know to revise the manual if I don't know what is right? Here are your duties and responsibilities and here is what you need to know.

Terry: We partner new staff with veteran staff. I teach staff to review policy and procedures and then go ask questions. Don't just be told. I believe Quality reviews are the luck of the draw.

Loretta: Quarterly full staff meetings and have someone come in and train. Once a year we have a paternity workshop. Hospital staff comes in.

Terry: Our policy folks will come from the central office and train.

Rhonda: How does staff apply what they have learned? Staff may have different questions on policy. You may not know they do not know how to do the work because they haven't asked questions. Get the help you need when you need it.

Terry: Go to the Policy and Procedure manual.

**Subject: Potpourri topics: Chose Lessons learned from the other side of the desk (practicing empathy).** Facilitator: Patti Spear

Terry: I require my staff be educated enough to evaluate the person they are talking to. When a customer is questioning information I ask the staff member, "Do they not agree or not understand or do they understand and not agree? If a customer does not understand then customer service is poor and the worker must continue to explain the information on all levels possible ensuring that the customer understands. Once the customer understands the explain policy to them to support the actions and if they do not agree they can consult legal advice.

Loretta: Told my staff to be more understanding. Let them vent and be respectful. Ask them if there is anything else they need.

Patti: My staff are my clients and understanding that I have to provide good customer services to my staff and they in turn must be understanding to customer requests. Makes me more aware of my staff's needs.

Susan: You don't have to join their fights or agree (ncp's). Listen; acknowledge you know how they feel.

Kim: We have published articles on topics like; do you have a friendly office when the public walks in the door? Is your office father friendly? Non-custodial parents see females, pictures of moms, and instantly they think you are against them. I am unhappy, you are unhappy. I am here to help both of you. If it is not your area let me help you get to where you need to be should the non-custodial parent be in the wrong department.

Loretta: Education to public is important. We have an employment program in our office.

**Subject: Motivating for performance. Doing more with less.** Facilitator: Pam Sala

Example in Michigan central office had to downsize. 90 workers fit into a space for 45. Decided to let workers work from home. Bought them laptops. Installed a new inter office response team. Five teams answer calls, locate, case closure, and handle problems from foster care/WFFA,

Motivated home based worker. Response time for cases improved. Staff and customers were happy. Employee morale improved.

Susan: We get raises in our county. Caseload redistribution is a problem for us. Some have 70 cases while others have 500. This causes low morale.

Terry: We just started flex hours. Our agency works stratification modules----paying cases, non-paying cases, review and adjustment, and intergovernmental. We use macros. What I do is make sure that my team is cross trained. I may flip the workers until I make sure everyone on my team is trained. The more you can do the more valuable you are to the agency. In a flex

schedule you can have a Friday or Monday or Wednesday off. The schedule is made for a 12 month period. We said the Monday, Friday, Wednesday flex staff would be each other's backup. The staff members who do not flex back each other up.

Susan: We Flex.

Loretta: We Flex.

Kim: We have three flex schedules. One schedule works four ten hour days per week. Others work nine 9 hour days and have one day off every other week. Some staff occasionally works a sway schedule to meet needs of the staff member. e. g. one may have a doctor's appointment so they work extra hours to make up for the time taken off for the doctor's appointment. Another flex schedule is staff may work 7:00 am to 3:30 pm or other possible alternate hours ((8.5 hour days with 30 minutes for lunch). All the folks can telework. Some have set telework days every week. Others work episodic telework based on appointments, needs, etc.

Susan: When staff meets performance requirements they are allowed to wear jeans to work.

Kim: Once a quarter a staff member will get recognized. Those who have gone over and above are recognized in a special ceremony.

# TRACK 3 NOTES

## *TABLE 1 – Rachel Zietlow, note taker; Mike Moreno, Facilitator*

Topic: Performance Improvement

Table 1:

Amy, Indiana:

The state would conduct best practices forums, similar to the ERICSA session, to gather child support staff from other counties and agencies for brainstorming sessions around best practices. The results from the workshops were shared across the state.

2 weeks prior to a hearing date, the county office sent reminder postcards (group agreed that text message reminders is also a similar alternative) to the CP. They had fewer continuances, less upset parents and support orders were more quickly established.

Created an arrearage calculation spreadsheet designed at an elementary level to show parents how they came to the arrearage balance.

Thom-

Recommend system development to have specific fields for cell phones and email contacts for automated early notifications. Since addresses often change, but not as often as cell phones, it would be a good alternative to snail mail for notifications. The group agreed that many systems are antiquated and do not allow for these “special” fields, but a best practice to drive performance metrics would be to ensure that additional fields are allowed.

Karen-

Customer service web portal was developed. Parent information can be updated via the portal. All information pertinent to the case can be managed through this portal. While she did not have the specific metrics she indicated that anecdotally:

- They have seen a reduction in the number of calls to the call center
- They have seen a reduction in complaints
- Service to clients is more timely and robust because information is updated
- They are seeing a better response to appointments-less “no-shows”

## Table 2:

Beth Berm:

County worked to specialize their offices sending cases of establishment and paternity directly to court and use the administrative procedures for enforcement i.e. withholding and liens. Requires additional judicial support

Austin Keating

County absorbs the entire costs of the paternity testing and requires no payment from parents. Since implementing this policy, they moved up 15 places in the state ranking on paternity

Recommended taking a closer look at who is paying and who is most likely to pay to ensure we get the “biggest bang for the buck” in enforcement.

Mina Dildy

Checklists were created for child support case workers to use during the process. It ensured that case files were clean and also sped up the process for parents as it ensured that all steps were completed for a smooth case. BOW indicators were cleaner. Recommendation was to make the checklist a systematic/automatic checklist built into a system.

## Table 3

Keith

As soon as a case is opened, a call is made within the first week to the NCP. If they cannot reach the NCP, a letter is sent. No appointment is required. They ask parents to simply come in to the office.

IVA collaboration: 2 child support workers are located within the IVA office to support efforts of intake, DNA testing etc. Cases under order increased from 77%-80% in 8 months.

Kenya

Call NCPs 1 week after a letter is sent to remind parents of obligation. Currently ranked 6 in state ranking for current support

## Table 4

John Clarke

States with strong voluntary paternity programs primarily in the urban hospitals have strong paternity performance. Visiting hospitals at least every 6 months to supply them with materials and remind them of their obligation in the program will improve performance. MI voluntary rate is 95%

PA allows the court to modify payments for parents who are unable to pay such as incarcerated parents. Also have \$0 starting payments for NCPs who show up for training opportunities.

Kellie Sweeney-

System could not accurately calculate the % for payments associated with bonuses and lump sums so the state created a process to accurately calculate the payments and collected over \$710K since October 13 associated with these payments.

The state reviewed law and realized they could pursue dollars in retirement accounts even if the NCP is not yet retired. This created an opportunity to collect payments on many cases.

Jennifer Arsenault

MI is collecting casino winnings in cooperation with the casinos at the point of payout.

Recommend a process for systems to more readily share information across states for intergovernmental cases

Pam Harney-

SS and SS Pending accounts are given to child support and garnishment happens through SS

## *TABLE 2 – Tammy Pearson, note taker; Debbie Edwards - Facilitator*

### **Track #3 Locate and Social Media**

**Facebook** – Some offices allow one worker to have access to FB! They rely on CP to provide information from FB if the NCP's account blocks anyone that is not a friend.

**Texting** – TN is trying new texting systems that will text and NCP instead of calling to remind of payments and court dates.

**Email** – Some office in NC are using emails to contact parties to gain information about case.

**ACCURINT** – some offices use the paid system, Accurint to track down parties in their cases. Accurint will allow one staff or all staff members to have access for a fee. The Federal level is looking at doing Accurint Searches for all states; pilot project is getting under way.

**CP** – most offices rely on contacting the CP on a regular basis to provide all the information that he/she may have pertaining to locating the NCP.

**News Papers** – some offices subscribe or a staff member brings in a copy of the local paper or area NCP last located in News Paper.

**Liens** – review houses, boats or other property to see if a Lien can be established. Most counties provide information on-line for property and whose name is listed.

**Workers Comp** – some states have automatic match in place to notify the local or state offices if an NCP is eligible for workers compensation.

**Lottery Match** – some states have automatic Lottery matches for a person that wins a large amount and owes up to a certain amount of arrears on a child support case.

**VINELink** – Prison or Jail people can verify if an NCP is in custody; can set up an automatic email alert when person is released.

**DOC** – Some states have their DOC Inmate access free online and offices are able to access this information for date a person entered into DOC and was released.

**National Change of Address** – Matches against US Postal Service – Free from FPLS- State Process

**Twitter** – some offices allow staff to access Twitter to search for NCP's.

**Q-Cards** – one office has a Q-Card App set up to use via bar code (QR Code) this has the most asked questions on it that an office receives.

**YouTube** – some staff in offices have located NCP's via YouTube by searching that person's name and seeing videos they have made and matching the face in the video to a picture that they have on file.

**Military** – contacting Local Jag @ base; Using Military Newspaper!

**Most Wanted** – Some offices have Most Wanted Posters out and in some states/offices there is a Facebook account that is dedicated to the most wanted for child support.

The work number – some offices pay for extra services via The Work Number to locate NCP's and to gain more employment information even a copy of pay stub.

**SSP (State Service Portal)** – some states have access to the SSP and use to assist with location

**Phone** – More and more offices are relying on calling an NCP/CP for information versus sending letters. All numbers are being updated in their system to ensure when a number is changed or no longer in service.

**Locate workers** – some offices have designated one worker to do all Locates in their offices.

**Google** – type in a person names and state in quotation marks and search.

## *Table 3 – Ben Kerchner, note taker; Margot Bean, Facilitator*

### POTPOURRI TOPICS

Working with community partners:

Best Practices:

- TN
  - Automation of FFDM, centralized
  - Tripled collections in first year (1 million to 3.6 million)
  - No front-end interaction from human unless something gets flagged for not looking right
  - Have had town halls in the community at a centralized location
- MI
  - Each county works with fatherhood groups
  - Partnered with University of Michigan, started last summer, in development
  - Created a PPT template for TANF/CS relationships
  - Cross team work groups to fully understand things
- OCSE PA (John Clark)
  - Series of meetings between TANF and child support
  - How can we improve the relationship
  - Isolated each county with their ideas
    - Office picnic, liaisons for problems
  - Isolated the problems to prioritize categories like system issues, communication issues, etc.
  - Place in WV gets more money for placing veterans or young people. Identify those people to immediately pass across those people – see increases in collections on TANF
  - Look at what motivates the business partner
- CA
  - Disconnect between TANF and child support
  - Came up with an email template for asking and answering questions
  - Will provide the template to the group
  - Homeless outreach – bring computers to resolve a lot of issues (mix of CP/NCP)
- OH
  - Just did a training on fatherhood initiative
  - Things that are available: training, GED, etc.
  - Whole packet of information to prove to the NCPs that are having difficulty



- Agency wide training that brought in speakers from our business partners
- Very helpful in reaching out to help, improves relationships with NCPs
- Inform them that they could have a modification
- Meet with legal aid to help answer questions quarterly
- IN
  - Working with workforce for job references
  - From the state level – can help make the contact with the partners rather than at the county level. Get the state leadership on board to open that relationship, then much easier for the counties to work with them.
  - Counties might not have the time or resources to open these communications
- NC
  - County meets once a month with business partners face to face. Have 1 or 2 topics at each meetings (helping the homeless, etc.)
  - This has built a trusted network and let to more communication between groups. Making phone calls to see if they can help the NCP based on scenarios.
- NC
  - Work closely with workforce development
  - Very strong partnership with the sheriff department
    - Work very close with child support assets
    - Very familiar with child support processes
    - Paper packet of information goes to the sheriff department
    - 66% success rate with them
  - Community college – free classes for NCPs
- NC
  - Would be helpful to get extra funding to work with the military
  - Partner with public library system
  - Employment services
    - Send NCPs that want to try to improve themselves
    - Refer people after screening them
      - Did they have a good payment history?
      - Can ask the court to modify to make it a right size order
  - Even if CP doesn't want services, the office continues with the services and does not stop until they have served the whole case
  - Hard to have a presence on the military base
    - Military community economy is going down
    - Lot of paternity cases
    - Could use some extra help
    - Almost 30% of cases (in Cumberland County) are intergovernmental
    - If active duty – we will get the money
- TN

- Goodwill industries – their education for youth at risk – take 3 of their interns that come and work at the CS office
- Started the relationship by filling a need by hiring someone from Goodwill
- Come for 12 weeks. Teach them about child support, history, etc.
- Work up to doing data entry
- CSPED grant
- Refer 15 NCPS a month and they select half for the test group
  - Get passed to workforce, goodwill, etc.
- Select NCPs before the meeting for contempt
  - If they want a job, case workers might refer them
- In multiple locations in TN
- NC
  - NCPs that get sent to Goodwill in High Point typically do not show/attend
  - Working for Kids Program – a social program
  - Send NCPs to them who take care of placing them in the spots – training, employers, employment opportunities, substance abuse
  - Social workers work with the CS workers
  - Fatherhood, re-entry programs
  - Very helpful with relocating NCPs, finding them jobs
  - Relocating has really helped (fresh start)
  - Relationship started for IV-A customers and expanded to child support
- TN
  - TPOPS – first time offenders going into boot camp
  - Partnered with colleges – professors talk to classes about child support (TN State)

## *Table 4 – Tom Horan, note taker; Tim Cawoski, Facilitator*

**Table 1**

**Participants: Austin Keating (NC), Lesley Boan (NC), Beth Berry (NC) and Wilhelmina Dildy (NC)**

### **Beth Berry- Comments**

- NC has a collection tracking system
- CSENet for Intergovernmental
- Work lists- Alerts
- Automated 3 year review
- Data Warehouse reports that help managers monitor worker performance. Can be requested but they only update once per month but can be customized

- Outbound calling through the IVR for court hearing reminders

**Austin Keating** – comments

- Workers receive Delinquency Alerts for enforcement actions to be taken
- Wage Withholding, NMSN and Insurance Match are all automated.
- In his county a Data liaison generates all data warehouse queries for everyone
- FIDM Matches, passport revocation automated SSN and FPLS matches are also used

**Lesley Boan** – comments

- Uses FPLS, CSLN and Disability Alerts from SSA to prioritize her work

**Wilhelmina Dildy** – Comments

- Uses an automated report that is generated once per week to prioritize her work

**Table 2**

**Participants: Tinacious Perry (NC), Kenya Newsome (NC), Sandra Braswell (NC), Charles Bryson (TN), Keith Baker (TN)**

**Tinacious and Kenya combined comments:**

- The NC system is called ACTS and is the statewide system, IWW, New Hire, License Suspension, work lists locate and tax information are all automated.
- 3 year review automatically generates a letter to the CP to provide updated information if possible.
- Case closure within the 3 year period generates a letter notice of closure and case will automatically close at 60 days if no human intervention.

**Sandra- comments**

- Food and Nutrition services interface provides address information for locate, they also interface with Medicaid agency. CSENet and DMV are automated sources. Can run reports from Data warehouse.

**Charles Bryson (TN)-comments**

- Automated sources are similar to NC although no interface with SNAP. TN does not have a Data warehouse but can request reports from system.

**Keith Baker (TN) - comments**

- EIWO automatically sent to SSA for disability intercept
- Driver's License reports are generated every 6 months
- Interfaces with FCR, UCB a new address will automatically generate a postal for verification.
- Statewide case closure will close case if there is no worker intervention

### **Table 3**

**Participants: Jennifer Arsenault (Michigan), Pamela Haney (Tennessee, Kellie Sweeney (California), Wendy Buchanan (NC) and John Clark (OCSE, PA)**

#### **Jennifer – Comments**

- All referrals are automated
- Customer service improvement is IVR will respond to routine questions workers no longer receive voicemail messages.
- FAQ's are on the system to cut down on wait time
- If the IVR cannot respond to the inquiry it will pop up on a workers screen to respond.

#### **Pamela – comments**

- FIDM is centralized which has improved usage and coordination
- They have quarterly case closure

#### **Kellie – comments**

- Workers are using Macros on their computers to cut down on the number of key strokes required to perform certain functions, it also automates the automated system more efficiently, as it has allowed to reduce the number of steps required.

#### **Wendy –Comments**

- SSA interface
- Liens and levies on Intergovernmental cases is automated

#### **John – Comments**

- Communication is important

### **Table 4**

**Participants: Chris Miller (Maximus, NC), Amy Burger (IN), Thom Campbell (OCSE, DC) and Karen Loparich (OH)**

**Chris- Comments**

- FIDM and Professional License is automated
- Work with Macros to work faster
- Data warehouse reports need to be pulled by workers

**AMY – comments**

- Drivers, hunting and fishing license can all be suspended automatically, staff can intervene to stop it.

**Thom –Comments**

- Asked if anyone was using automation for Family Centric Services (NO)

**Karen – Comments**

- Caseloads are broken down into specific functions information and work list items go to the specific unit worker responsible for it.
- Allows for great tracking of workers activities.
- They are using “Cognos” reports to identify worker caseloads and performance.

# TRACK 4 NOTES

## *TABLE 1- Amy Emili, note taker*

### FACILITATED BY CARLA SZALEWICZ

WHAT WOULD YOU CREATE?

QUICK ACCESS FOR EVERY STATE

WORKING IN TEAMS

ACCESS TO DIRECT PHONE NUMBERS FOR CASEWORKERS IN OTHER STATES

BETTER COMMUNICATION BETWEEN CASEWORKERS REGARDING CASE CLOSURE

BETTER COMMUNICATION REGARDING STROP AND FTROP BETWEEN STATES

ENHANCED QUICK WITH A CHAT ROOM JUST FOR CASEWORKERS FACEBOOK STYLE

BETTER COMMUNICATION BETWEEN STATES FOR FIRST 6 MOS ON CASES

ADDITIONAL DISCUSSION AT END OF SESSION REGARDING THE NATIONAL CHILD SUPPORT COMMITTEE FORUM WEBSITE, HOW TO ACCESS, INFO CONTAINED THERE.

### FACILITATED BY ROB VELCROF

POTPOURRI

INTERNATIONAL CHALLENGES?

NOT MANY INTERNATIONAL CASES IN CURRENT CASELOADS

PROBLEMS CONTACTING GERMANY

PROBLEMS WITH EXCHANGE RATE IN CANADA CAN CREATE HUGE OVERPAYMENTS

STATE TO STATE COMMUNICATIONS?

NEED DIRECT NUMBERS FOR FLORIDA CASEWORKERS  
EMAILS ARE BETTER WITH FLORIDA

WORKING WITH TRIBES?

SOME STATES HAVE MORE CASES THAN OTHERS  
NO ISSUES CURRENTLY AMONG THIS GROUP WITH TRIBAL CASES

#### **FACILITATED BY ANGELA TALLEY**

WHAT PROCESSES WOULD YOU CHANGE?

SOME STATES ONLY USE CSENET SOME DON'T I.E. NJ WON'T DO ANYTHING  
WITHOUT A CSENET.

30 DAY CASE CLOSURE IN NJ

SOME STATES REQUIRE COMPLETION OF THEIR MODIFICATION  
PAPERWORK IN ADDITION TO COMPLETING THE PAPERWORK IN  
PETITIONER'S STATE. IF THIS IS REQUIRED THEY SHOULD MAKE THESE  
FORMS ACCESSIBLE TO OTHER STATES.

SC NEEDS AUTOMATED SYSTEM

SOMETIMES FIPS CODES ARE INCORRECT ON CSENETS

UNMANAGEABLE CASELOADS OVER 800 CASES

MAKE ALL EMPLOYEES FEDERAL EMPLOYEES

ADMINISTRATIVE PROCESSES FOR ALL STATES SHOULD BE IN PLACE FOR  
INTERGOVERNMENTAL CASES

BETTER TRAINING

#### **FACILITATED BY PAT QUINN**

WHAT IS YOUR ORGANIZATION DOING THAT WORKS?

SCHEDULING CONTEMPT RIGHT AWAY

WORKING AS TEAM FOR INTERGOVERNMENTAL CASES

SPECIALIZE IN AREAS TO FOCUS ON EITHER RESPONDING OR INITIATING  
CASELOAD

WORKING WITH THE PROGRAM DIRECTOR IN EACH STATE OFFICE.

*TABLE 2 – Dena DiStefano, note taker*

Facilitated by Pat Quinn

WHAT IS YOUR ORGANIZATION DOING THAT WORKS?

- Strategic planning
- Attention to continuous improvement
  - Marion County Indiana has workers complete periodic “refresher” courses and holds a meeting for individuals to share info/ideas
- Specialization of Intergovernmental
  - North Carolina and Indiana – all intergovernmental work is handled in one unit
  - OCSE – Always looking for ways to enhance/improve intergovernmental communication and resources
  - North Carolina – intergovernmental cases are handled in court every 3<sup>rd</sup> Friday of the month, which allows Attorneys and Judges to concentrate on all intergovernmental matters at one time

Facilitated by Carla Szalewicz

What would you create?

- All states participate in QUICK
- All CSENETs appear the same in all states
- Attach read receipts to CSENETs
- Message board where workers can post questions and every state can respond
- National live “chat” program that will allow workers to communicate through computer systems in real time
- Uniform pay histories across the nation
- International locate tools
- Warrants for failure to appear should be enforceable across state lines

Facilitated by Rob Velcoff

International Challenges

- Currency conversions when an international order is received
- Translations of international information



## State to State Communications

- Direct contact information is a must between out of state workers
  - Call centers are difficult to work with and answers are not always received in an efficient manner
- 30 – 60 day waiting periods should be eliminated when requesting status updates among states

## Working with tribes

- Some feel that tribal orders don't always receive the same treatment in regards to response time for requests

## Facilitated by Angela Talley

- What process would you change?
  - All states use one central system, a national communication system that allows states to communicate and monitor cases
  - Promotion of email communication between state caseworkers
  - Adoption of QUICK for all states
  - Stress to CP's that they must communicate with their own state's caseworker
    - Keeps workers informed of all actions being taken, as workers are often bypassed when the other state speaks directly with the CP
    - Workers need to send more updates to the other states to keep all parties informed
    - Stress correct contact information be included in QUICK

## *TABLE 3 – Judy Jedrey, note taker*

### **What processes would you change?**

Facilitated by Angela Talley, Program Administrator, NC, [atalley@cabarruscounty.us](mailto:atalley@cabarruscounty.us)

#### Issues:

1. Karen brought up the issue of emails treated differently from State to State and some emails end up going to the State's Call Center.
2. Barry believes Call Centers should be banned from all intergovernmental communications between States.
3. Karen shared examples of some States that do not want other States using individual county FIPS codes or wanting a modified FIPS code used for their State. This inconsistency creates havoc when trying to communicate using federally provided

technology tools. Barry responded the Federal OCSE mandated the use of FIPS codes and developed the FIPS codes for every State to use. Some States use the FIPS codes correctly and others do not. Bill stated each State needs to know how the other State uses their FIPS codes to ensure the information is reaching the correct person.

4. A discussion ensued regarding each State's processing of CSENET. There is no consistency in how States receive and respond to CSENET communications.
5. Barry would like to see a complete and thorough review of the redirection process for other State's orders. The current process requires the Redirection State to follow the federal hierarchy which leads to inaccurate payment distribution. This creates havoc for both States, the non-custodial parent, the client and/or new payees. There was some discussion regarding the holding of NPA arrears payments when clients are lost and the funds may sit there for years. The State arrears are never addressed and the case is never resolved. Karen stated Georgia had an internal audit and one of the case errors was the arrears involved in a redirection.
6. Barry would require every State to honor every lien, no matter who the initiating State may be.

#### Best Practices:

1. Bill stated for redirection cases, if the client is lost and Missouri receives funds towards the arrears; the State will apply those funds to the State arrears. If the client is ever located, the State will pull those funds from the State debt and returns to the client.

#### Innovations:

1. Barry and Karen stated every State should be required to provide a direct line access on all intergovernmental communications to another State. Group agreed.
2. Group agreed Call Centers for intergovernmental cases is not a reasonable service option.
3. Karen seeks consistency in States' FIPS codes. Opinion is the Federal OCSE should mandate States to use the FIPS codes as originally designed.
4. Bill suggested a matrix be developed giving precise information on how each State uses CSENET and load the matrix onto the SSP. Group consensus liked Bill's suggestion and would endorse this suggestion.
5. The group agreed a standardized redirection process should be developed to ensure payments made by a non-custodial parent from any State and forwarded to another State are properly credited to the appropriate case.

#### What would you create?

Facilitated by Carla Szalewicz, Crawford County DRS, PA, [carlaszalewicz@pacses.com](mailto:carlaszalewicz@pacses.com)

#### Innovations:

Barry:

1. Create a National Tribunal for those intergovernmental case situations with conflicts that cannot be resolved within the participating States due to legal issues, policy conflicts or other outlying factors. This tribunal would be the final decision maker for these case situations.

2. Have the raw data from the current federal insurance match process through CSLN (Child Support Lien Network).
3. FCR create a nationwide image database of all orders and develop a national certification process so the local office would need only to go to the database, find the appropriate order, print with the nationally recognized certification and move forward with the case action.
4. Texas allows an individual prior to a child's birth to sign the AOP and the AOP is filed once the child is born. Have this process as a nationwide process.

Bill:

1. Ask that QUICK screen include an Order ID field.
2. The QUICK payment history also needs a unique code for other state payments. Including the other state payments in the general "Other" payment code creates confusion.
3. Have a nationwide case structure requirement for all child support cases. Include in this structure requirement clear instructions regarding how multiple order cases are built and organized.

### **What is your organization doing that works?**

Facilitated by Pat Quinn, Administrator, PA, [patrickquinn@pacses.com](mailto:patrickquinn@pacses.com)

Innovations:

Barry:

1. Texas' centralized collection, specialized enforcement unit. This unit uses the Child Support Lien Network, pursues probate and initiates foreclosures. If the case is an initiating intergovernmental case, Texas will notify the other state giving them an opportunity to pursue the asset. If not, Texas proceeds with legal action to collect funds from that asset. Rural counties have limited abilities and this specialized enforcement unit provides the additional collection tool.
2. Another process implemented at the Texas Central Registry is their attempt to initiate administrative enforcement actions prior to forwarding the incoming registration case to the county.

Karen:

1. Georgia has a centralized initiating intergovernmental hub. The Central Registry retains all initiating intergovernmental cases and only forwards the cases to the county when court action is required. Incoming responding intergovernmental cases are forwarded to the local office for service.
2. Georgia diligently reviews the yearly ICR report updating their computer system to be sure the correct case information is in the Georgia system.

Bill:

1. Missouri's centralized intergovernmental process is similar to Georgia's. All responding intergovernmental cases are maintained in the Central Office. All administrative services are conducted at the central location and the only time the case leaves the central location is for court action. Once the court action is completed, the case is returned to the central location.
2. The State has expanded its intergovernmental specialization to include outgoing intergovernmental cases. Each field office has specialists managing intergovernmental referrals initiated to other states.
3. Missouri has implemented many levels of automation for CSENET and ICR to ensure data is accurate in the Missouri computer system.

### **Potpourri topics:**

Facilitated by Rob Velcoff, Manager of Interstate Operations, NY, [rob.velcoff@dfa.state.ny.us](mailto:rob.velcoff@dfa.state.ny.us)

- International challenges  
Issues:

1. Barry's first issue is currency conversion. Texas uses OANDA Currency Converter site for currency conversion services. It would be better if the order country would include currency conversion information in the court order. Bill stated Missouri also has similar issues with Canada and other country orders.
2. Barry's next issue revolves around the appropriate FIPS codes for other countries and those countries which we do not have a reciprocal agreement.
3. Barry's third issue is interpretative services. While the initiating country is responsible for providing us (USA) with a translated version of the UISFA packet, Texas prefers to use their interpreter vendor for contextual rather than literal translation.

Best Practice/Innovation:

1. Both Bill and Barry spoke of preparing and sending UISFA actions to non-reciprocity countries as some countries will respond and provide the appropriate service for the child support case. There is nothing lost in trying this approach. General comments were made regarding countries along the U.S. borders, some positive, some not.

- State to State communications  
Issues:

1. Karen stated a number of State set restrictions on what information may be placed in emails. Those restrictions vary from State to State and may generate a delay in communications. Some emails do not go to the individual but instead is forwarded to the State's Call Center.
2. Bill felt the telephone communication tool lacked in many respects; often going to a voice mail and you do not know if you will receive a response or not.

Innovations:

1. Bill offered an idea to have real time chat in QUICK since the SSP (State Services Portal) has the appropriate encryption protection which would give States the freedom to reference individual case numbers, situations, etc.. for real time communications with other States. The group agreed with this concept and the security protection associated with the idea.
  2. The group consensus is the email is a prime/preferred communication tool.
  3. Scanning is the preferred method of forwarding documentation rather than faxing.
- Working with Tribes  
Issues:
    1. The group did not have a great number of interactions regarding their local Tribes.
    2. Barry noted the additional cost to States associated with requested services from Tribal courts, i.e. tribal court prepares their own income withholding form and charges the State for this service.
    3. Another noted issue is the lack of enforcement service for tribal members knowing the member will receive a semi-annual payout from tribal businesses (casino/resort).
    4. Karen noted the Tribes operate more as an international country since every Tribe has their own process for child support services.

No innovations or best practices noted.

# TRACK 5 NOTES

**Track 5 – Employers** Cindy Holdren, Facilitator and Susan Clapp, Note taker

## **Verifications of Employment**

**Group 1** – Chelare (NJ), Frank (CO), Toby (OK), Renee (OCSE), Bill S. (OCSE), Vicki T. (OCSE), Rita (?)

Question 1: Does your state send VOEs?

Question 2: If so, why? (Info is provided through NH and QW reports)

Question 3: For employers: Do you receive a large number of VOEs?

Toby from OK: Yes, OK has sent VOEs for years and he has been fighting to stop. The primary reason for needing to send them is to obtain medical info. They are in the process of looking at developing a medical questionnaire for this purpose.

Frank from CO: They do send VOEs for wage data. They are set up to send automatic IWOS as a result of New Hire matches.

Chelare from NJ: Yes, they send them during the review process and for verification of salary. With NH, sometimes salary info is not included. Some employers do not fall into a category that requires sending NH or QW data. New Jersey is currently building an employer portal for multiple purposes.

Toby asks Chelare – Use portal for salary data inside system? Chelare: Use for upward/downward modifications. Frank agreed that access to current salary data is critical in right sizing orders.

\*These three agreed that obtaining wage data through NH would be beneficial. Having to wait three months or longer through QW for salary data is too long. They also suggested that getting medical information (availability) through NH would help.

Toby: It would be great to have a database of employers that would also include information about medical insurance availability for employees and other related information.

Rita: (Only employer at the table) Answered about volume of VOEs, although she didn't have direct knowledge. Stated that they complete them on demand (she thought).

Bill added that employers report they get huge volumes and sometimes have to hire staff to just respond to them. Employers say that they would love to have one standard record layout. Right now different states have different requirements to meet different needs. \*He also suggested the possibility of having e-VOE just like e-IWO.

Cindy H. added that she is astonished at the different ways that the information is requested from employers. Toby added that VOEs were discussed at the last conference and many said that they needed the salary information in court.

Vicki T. added that a bill to mandate e-IWO has passed the House.

**Group 2** – Parena (NC), Ashley (NC), Lee (ND), Terri (Lowes), Tequila (Lowes), Jacque (Region 4)

Lee, SDU in ND: Sends VOEs, usually on tips received on employment

Lowes: Receives large volume of VOEs and would support just verifying employment. They receive requests for medical, salary, and other information which requires routing the forms to several different departments within the company. This is very time consuming and are difficult to process.

\*Cindy – An automated VOE would need to contain many data elements to satisfy all senders' requirements. Lowes would support this.

Lee with ND – State administered program, but various offices were modifying the form to suit their needs. They are working to get the form standardized. Need standardization and uniformity.

State has competing philosophies on sending VOEs. One school – supports sending forms to get everything up front; Second school supports sending VOE as information is needed.

Lowes added that they preferred to get everything at one time.

Jacque: States should consider cost savings when considering sending 16 pages of documents for one hit. Lee: Sometimes they are sent with entire sections marked out. High cost.

NC: Sends a medical verification semi-annually

**Group 3** – Deanna, Connie, Natasha (Time Warner Cable), Dennis with (DAI, New Hire)

TW Cable receives huge volumes, especially from NY, TX, CA. It takes them roughly 5 minutes to complete each one and then they must forward it to the Benefits team to complete its portion of the request

Dennis – PA – Doesn't work with them directly, but doesn't understand why they are needed due to New Hire and QW information availability – redundant, wastes time, energy, money.

Cindy discussed developing a standard response form. Response can affect guidelines calculations. Group felt it worthwhile to consider automating responses.

Dennis pointed out that there were 50 states with 50 different ways to obtain this information. Employers have to bear the burden of responding to all of them. He offered for consideration the possibility of a federal database for reporting standardized information including medical and salary information.

Cindy pointed out that there is a National Employer Table that is maintained centrally. The DOL maintains it and the information is closely held. It is not segmented in a way that would be useful for us.

Natasha asked how a standardized form would be promoted? Cindy – Promoted through APA and on the OCSE website.

Consensus that standardization is needed and automation of as many processes as possible is highly recommended.

**Group 4** - Melissa (OK), Dayra (OK), Jay (TS Team), Lynn (KY), Paul (USPS)

Dayra, OK – VOEs are primarily used to obtain wage information to modify and establish orders; Used to generate them too often, but have cut back

Lynn – Used primarily when a CP reports employment for the NCP and it is not shown on NH; Also used to get wage data for modifications. KY has taken off the medical portion of the form

Paul – USPS receives them, and HR handles. Currently trying to streamline the process

OK receives roughly 2,000 returned forms per week. They would welcome standardization and believe it should occur on a national level.

Cindy – There has been a national workgroup to come up with a standardized form. During talks, about they found that there were 25-30 different ways to ask for income information. States were very specific about what they wanted, so consensus was difficult.

Lynn – Helps to standardize, especially for employers

Dayra – \*Some employers have standardized on their own and will not respond except in their format

Jay –\*Employers would welcome guidance in developing a standardized response form

Cindy – Also had workgroup for standardized response form; Issues with types of medical insurance offered. Also there were issues with employers who had a third party payroll service handing information. For example, The Work Number has different levels of service they provide. They may handle some aspects of paperwork for an employer, but not all. This impedes the flow of information. The employer may refer the state to the Work Number, but then they may not handle a certain type of response, so getting a response may get in an endless loop.



DIS – Sherri Grigsby, Facilitator,

- DIS – Are you using it?
  - NC and NC – yes
- ISSUE
  - Never can take more than what is ordered (NC)
    - Can't take over current (\$250) plus arrears (\$50) was the example
  - NC can't process through EIWO-Lump Sums
- IDEA
  - Send it back electronically or email
  - Every entry let POE know
- ISSUE
  - Employers doesn't hear back and does not know what to do
- IDEA
  - Need standard process and mandates
  - Need something in portal to let states send response back
  - Look at statutory language for state (NC)
  - POE wants to use EIWO process to notify of lump sums
- DIS – Are you using it?
  - Time Warner – NO
  - Currently send it out and wait for response
  - Don't have to report amount which is good cause POE sometimes does not know the amount until right before pay
  - Time Warner also wants instant notification
    - Ohio allows 30 days hold because they do not ever hear anything
  - Time Warner only reports to mandated states
  - Want standard process and uniformity of all states
- DIS – Are you using it?
  - USPS – no; OK – yes; KY – yes
  - OK wants to tell POE asap so they can either get money or the POE can release it to the NCP
  - Turn around varies by state – some states are fast, some not so fast
  - Need uniformity and centralized
  - KY about to go on EIWO – POE's can report lump sums through EIWO
  - Employer should not do DI and EIWO because then it duplicates
  - State needs to get back ASAP to the POE through the portal
- DIS – Are you using it?
  - \*There were no employers in this group
  - Need functionality through portal for State to reply to POE

- Upload information into portal – OK request
- Person has to download, then upload in NJ
- EIWO will interface with DI allowing E-Term
- States want employer lump sum mandated
- OK (Toby) wants access to FEIN table from other states