

2023 ANNUAL  
CONFERENCE



# Performance Management & SMART GOALS

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IF YOU CAN'T MEASURE IT,  
YOU CAN'T IMPROVE IT.

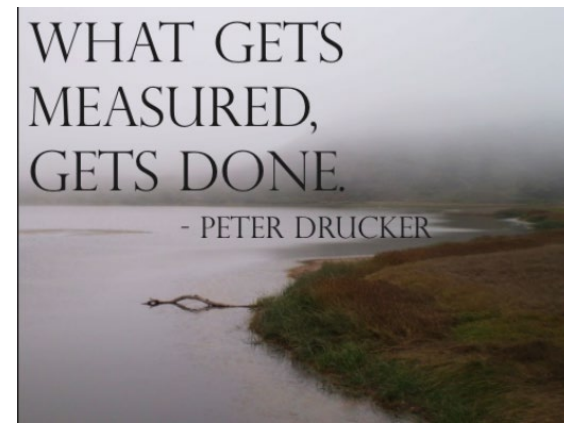
LORD KELVIN

PERFORMANCE



# Performance Indicators

- Why Include Data?
  - Objective indicators of an individual's performance
  - Consistency and comparison for staff who are working under the same position/same job responsibilities
  - Historical comparisons, that would show improvement or opportunities for growth
  - Expected business practice





# What Do We Do at Dakota?

- Supervisors identified and agreed on data measurements
- Created data templates
- Presented and publish performance indicators for team member and educate new team member
- At least quarterly check-ins with team member that review how they are performing
- Calibration meetings for like job titles across units



# What did we do at Ramsey?

- Lean Processes in both Enforcement and in Order Setting resulting in performance measures with input from staff
- Pre-Pandemic vs. Post Pandemic
- Created a data template (dashboard)
- Rolled out at unit meetings
- Email individual stats monthly
- At least quarterly check-ins with staff to review how they are performing

# DAKOTA: Data Collection For A Child Support Specialist



- Collections Rate (Info Pac Report-QQ500601)
  - Individual historical
  - In relation to other CSS this year
- Caseload size
- Daily Work
  - Worklists outside standards
  - Documents in the EDMS system
  - Money on Suspense
  - Court Orders loaded
  - Point in time (once per month)

# DAKOTA: Data Collection For A Child Support Specialist (cont)



- Case Reviews
- State and Ad Hoc Reports
- Training Hours
- Enforcements and Higher-Level Enforcement Work
  - Via monthly work summary
  - FIDM, DL, AMPP, Lump Sum, Intersate, etc.
  - Contempt Actions
  - Judgements Entered/Docketed

# RAMSEY: Data Collection for a Child Support Specialist:



## **Enforcement**

- Collections Rate
- Average Age of Case Plans
- % of Overdue Worklists
- Engage Activities
- Court Orders Loaded
- Case Closings

## **Order Setting**

- Orders Obtained
- Pleadings Created
- Case Closings
- Maintaining County Transfers
- Engage Activities



# DAKOTA CHILD SUPPORT SPECIALIST TEMPLATE

## CSS NAME:

### Collection Rate

- Previous Calendar Year Annual Collection Average-
- Current Review Full Year – all regular enforcement caseloads: %
- Current Review Full Year - individual Average: %
- Current Review partial year (Jan/Feb) Collection Average – all regular enforcement caseloads: %
- Current review partial year (Jan/Feb) - individual Collection Average: %

### Average Caseload Size

- Previous Year Annual Average:
- Current Review Full Year Annual Average:
- Current Review partial year (Jan/Feb) Average:

### Contempt Actions

- Current Review Full Year Initiated Contempt Total:
- Current Review Full Year Percent of Total Agency Initiated Contempt Actions:
  - Total Number Agency Contempt Initiated: (*CSS Work MWS Report*)
- Current Review Full Year Total Affidavit of Default:
  - Total Number Agency Contempt Affidavit of Default:
- Current Review partial year (Jan/Feb) Initiated Contempt Total:
- Current Review partial year (Jan/Feb) Percent of Total Agency Initiated Contempt Actions:
  - Total Number Agency Contempt Initiated: (*CSS Work MWS Report*)
- Current Review partial year (Jan/Feb) Total Affidavit of Default:
  - Total Number Agency Contempt Affidavit of Default:

CHILD SUPPORT SPECIALIST  
DASHBOARD ORDER SETTING

**REPORT\_YEAR**  
2023

**SUPERVISOR\_NAME**  
All

**AGENT\_NAME**

**ROUND ROBIN  
RESOLUTIONS**

MONTH_NAME	MAINTAIN_COUNTY	SUP_APP_CLOSURE	TRANSFER_IOS	TRANSFER_RESOLUTION
January		2	8	1
February			2	
March			5	
April	2		6	1
May	1		9	
June			2	4
July	1		4	
August				
September				
October				
November				
<b>Total</b>	<b>6</b>	<b>36</b>	<b>6</b>	<b>32</b>

**ENGAGE ACTIVITIES**

Description	January	February	March	April	May	June	July	August	September	October	November	December	Total
EMAIL_CONTACT	6	14	18	41	17	28	21						145
INTERVIEW_COMPLETED			1										1
OTHER_CONTACT	35	19	38	30	29	28	8						187
PHONE_CALLS	39	39	48	61	49	44	37						317
WEB_CONTACT			1			1							2
<b>Total</b>	<b>80</b>	<b>72</b>	<b>106</b>	<b>132</b>	<b>95</b>	<b>101</b>	<b>66</b>						<b>652</b>

**CASE ACTIVITIES**

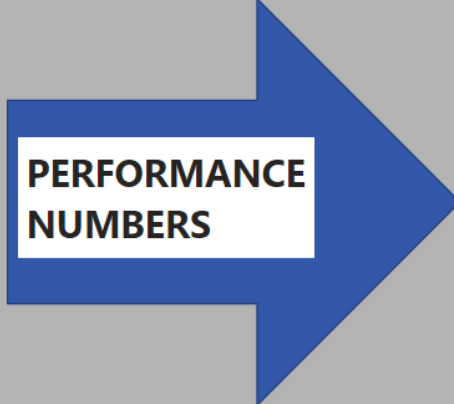
Description	January	February	March	April	May	June	July	August	September	October	November	December	Total
AMENDED_PLEADINGS	2	1		1	1	1							6
DEFAULT_ORDERS		2	2	1	3	1							9
GENETIC_TESTING	11	28	13	15	13	9	9						98
HEARING_HELD	1	3	5	3	4	4	2						22
ORDER_LOADED	9	7	13	9	3	7	5						53
PLEADINGS_CREATED	6	5	5	5	5	4	6						36
SERVICE_ACTIVITIES													
<b>Total</b>	<b>29</b>	<b>46</b>	<b>38</b>	<b>34</b>	<b>29</b>	<b>26</b>	<b>22</b>						<b>224</b>

CHILD SUPPORT SPECIALIST  
DASHBOARD ENFORCEMENT

REPORT\_YEAR  
2023

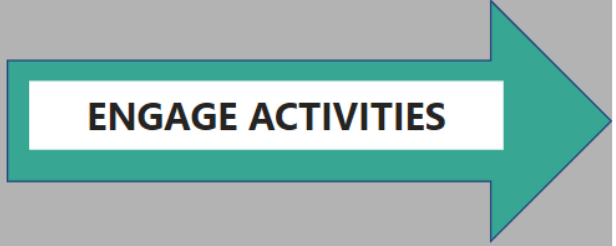
SUPERVISOR\_NAME  
All

AGENT\_NAME



REPORT_DATE	AVG_CASEPLAN_AGE	COLLECTION_%	OVD_WORKLIST_%	WORKLISTS_OVERDUE
1/23/2023	506.00	81.00	19.00	375.00
2/27/2023	506.00	82.00	6.00	118.00
3/28/2023	252.00	80.00	6.00	113.00
4/24/2023	267.00	79.00	15.00	273.00
5/22/2023	292.00	79.00	15.00	283.00
6/26/2023	303.00	82.00	11.00	204.00
7/24/2023	328.00	83.00	7.00	115.00

\*All Performance Numbers data is a snapshot as of Report\_Date except Collection\_% which refers to last complete calendar month.



Description	January	February	March	April	May	June	July	August	September	October	November	December	Total
EMAIL_CONTACT	6		20	11	9	2	10						58
INTERVIEW_COMPLETED							4						4
OTHER_CONTACT		1		5		3	2						11
PHONE_CALLS	38	38	63	89	69	52	51						400
WEB_CONTACT	8	1	10	9	14	8	9						59
<b>Total</b>	<b>52</b>	<b>40</b>	<b>93</b>	<b>114</b>	<b>92</b>	<b>65</b>	<b>76</b>						<b>532</b>



Description	January	February	March	April	May	June	July	August	September	October	November	December	Total
ARREARS_MANAGEMENT								1					1
HEARING_HELD													
INITIAL_LETTERS_ENF		2	5	8	6	5	7	10					43
ORDER_LOADED		2	3	6	2	5	5	5					28
SUP_CLOSURE_APP		1		1	1	1	3	3					10
SUP_CLOSURE_INA													
SUP_CLOSURE_NO													
WORKER_CLOSURE_REQUESTS		2	3	2	1	2	4	6					20
<b>Total</b>	<b>7</b>	<b>11</b>	<b>17</b>	<b>10</b>	<b>13</b>	<b>19</b>	<b>25</b>						<b>102</b>

# DAKOTA: Data Collection For A Senior Child Support Specialist:



- Pleadings Prepared
- Court Actions Completed (default, consent and contested)
- Pro Se Motions Assigned
- Establishment Caseload Size
- Daily Work
  - Worklists outside standards
  - Documents in the EDMS system
  - Point in time (once per month)



# DAKOTA: Data Collection For A Senior Child Support Specialist:

- Case Reviews
- Independent Training Hours
- Future: Exploring Additional Quality Measures
  - County Attorney Feedback
  - Pleading Revision Report
- Daily Work
  - Worklists outside standards
  - Documents in the EDMS system
  - Point in time (once per month)

# RAMSEY: Data collected or wants to collect for a lead Child Support Specialist:



- Testifying at hearings
- Pre-hearing conferences
- Training, coaching, and mentoring hours
- Drafting and managing complex cases
- District Court Actions
- Financial Letters & Pro Se Motions
- Good cause application process
- Review of incoming maintain county requests / change of venue
- Financial Letters
- Assistant County Attorney Feedback

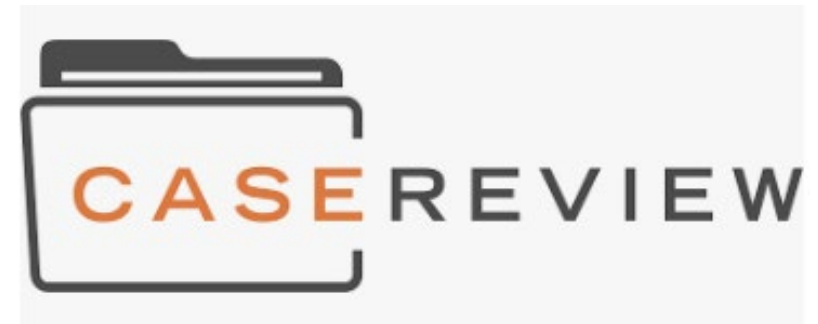
# DAKOTA: Case Reviews

- Supervisors and trainers complete case reviews
- The intention is to provide feedback on what team members have done well and areas for improvement.
- We have a standard of 10 case reviews completed annually for each CSS- standards vary for each position and for new workers.



# RAMSEY: Case Reviews

- Case Review necessary to know the quality of the work, not just the quantity
- Challenge in Ramsey
- Project Planning Specialist





# Case Reviews



Share with your group what your county has done regarding case reviews. What has worked and what hasn't worked?

Report back to the larger group.



# RAMSEY: Engagement

Engagement is essential to providing family centered services and improving parents' perceptions of our program.

- Engagement is a priority in Ramsey County.
- Client engagement is vital to performance.
- Engagement can be a challenge to measure.
  - Quantity vs Quality of client contacts.



# RAMSEY: DEI

- At least one SMART goal each year that focuses on intercultural growth and development
- Subjective and a challenge to measure
- Trainings through Human Resources, Critical Conversations, attending mandatory trainings
- Goes hand in hand with the focus in Ramsey on client engagement and our shift toward family centered services.

# DAKOTA & RAMSEY: Annual Appraisal Process



- Employee completes self-evaluation and forwards to their supervisor.
- Supervisor reviews self-evaluation and completes their portion of the appraisal.
- Completed appraisal form is sent back to employee for review.
- Supervisor and employee meet to discuss appraisal.
- Employee and supervisor sign off and approve appraisal.

# DAKOTA: Performance Objectives

- Completes Essential Job Functions
- Customer Focused
- Leadership and Professionalism
- Inclusion, Diversity, Equity and Accessibility Focused
- Professional Growth, Development and Learning
- Teamwork & Collaboration
- Outcome Focused



# RAMSEY: Performance Objectives



- Intercultural Growth and Development
- Leadership and Responsibility
- Teamwork and Interpersonal Skills
- Resource Management and Productivity
- Judgment and Decision Making
- Customer Service, Resident Focus, and Public Service
- Continuous Improvement and Learning

# Appraisal Process: Rankings and Goals



- Rankings:
  - RAMSEY: 3 point scale: Exceeds Expectations; Meets Expectations; Does Not Meet Expectations
  - DAKOTA: 5 point scale: Exceptional Performance; Greatly Exceeds Performance; Exceeds Performance; Meets Performance; & Below Performance Standards
- Employee and supervisor comments under each performance factor
- Accomplishment and reflection from the past year
- 1-3 SMART goals which must include at least 1 goal related to intercultural growth and development



# S.M.A.R.T GOALS

- Why create goals?
  - Goals can be supervisor or staff created
  - The help to create clear expectations of what needs to be accomplished in the next year
  - They can highlight the progress someone has made over a given year
  - Staff should have some buy-in for wanting to meet the goal



# S

**SPECIFIC**



Make goals clear and **specific**.

# M

**MEASURABLE**



Define **measureable** assets.

# A

**ATTAINABLE**



Confirm your goals are **attainable**.

# R

**RELEVANT**



Verify your goals are **relevant**.

# T

**TIME-BASED**



Set up a **time-based** plan.



# S.M.A.R.T GOAL Example:

Goal: From 5/1/2023-4/30/2024, increase current support collection percentage from 72% to 74%

- Specific: Increase Current Support Collected from 72% to 74%
- Measurable: Compare Current Collection data from May 1, 2023 through April 30, 2024
- Achievable: Use CALI script to work on top 10 non payors, use state reports, increase proactive phone calls to parents and employers, increase use of CLEAR and take follow up actions.
- Relevant: It is a federal performance measure and a core function of a child support specialist
- Time-bound: May 1, 2023 through April 30, 2024

## SMART Goal Planner

**S** \_\_\_\_\_  
*Specific* *What EXACT goal to you wish to accomplish*

**M** \_\_\_\_\_  
*Measurable* *How will you measure progress or know you reached your goal?*

**A** \_\_\_\_\_  
*Attainable* *What skills or outside help will you need to reach your goal?*

**R** \_\_\_\_\_  
*Relevant* *Is the goal worthwhile? Is it the right time to accomplish it?*

**T** \_\_\_\_\_  
*Timely* *When will you complete the goal? When will you work on it?*

## S.M.A.R.T. Goal:

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Create a S.M.A.R.T goal example with your group. This goal will be shared back to the larger group.



# Summary:

- Performance Management and S.M.A.R.T goals are an important task of a supervisor
- It is essential to build healthy relationships with staff that are based on trust and communication
- Performance feedback should be a combination of focusing on what an individual does well and where they have opportunities for growth
  - \*Disclaimer\* There may be instances where a Performance Improvement Plan is needed, we are not addressing that in this presentation, but it is a performance management tool for individuals who need more concentrated efforts to show improvement.



# Questions?