



Oregon Department of Justice

**Oregon Child Support Program**

*Supporting Parents to Support Children*

# Self-Assessment Report



Federal Fiscal Year 2015

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Prepared by the Performance, Budget, and Statistics Team

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# I. Executive Summary

## A. Introduction

The standards and criteria for State self-assessment review and report processes are established in the Code of Federal Regulations, Title 45, Chapter III, Part 308 (45 CFR 308). It specifies that states must conduct an annual review of eight required program criteria. Oregon’s self-assessment results are to be submitted to the Office of Child Support Enforcement (OCSE) Region X Office and to the OCSE Commissioner through the automated Self-Assessment Reporting System no later than six months after the review period.

This is Oregon’s seventeenth annual self-assessment. It covers the twelve-month period from October 1, 2014, through September 30, 2015. The assessment reviewed the following eight categories:

- Case Closure
- Establishment of Paternity and Support Orders
- Enforcement of Orders
- Disbursement of Collections
- Medical Support Enforcement
- Review and Adjustment (Modification)
- Intergovernmental Services
- Expedited Process

## Background

The Oregon Child Support Program was established in 1975 under Title IV-D of the Social Security Act. The Program consists of two primary partners, the Oregon Department of Justice Division of Child Support (DCS) and 25 county District Attorney offices (DA). DCS also works in coordination with the Department of Justice Civil Recovery Section on certain judicial actions. The Department of Justice has had oversight responsibility for the Program since 2003. The Program primarily uses the administrative processes to establish, modify, and enforce child support orders. The following tables are synopses of Oregon’s child support caseload and staffing as of September 30, 2015. The DCS staff total includes 21 staff members assigned exclusively to work on Oregon’s System Project:

Table 1 - Program Information

Caseload Size		Types of Cases		Program Staffing	
DCS Caseload	163,512	Current Assistance	27,111	DCS Staff	593
DA Caseload	39,976	Former Assistance	122,136	DA Staff	134
<b>Total Caseload</b>	<b>203,488</b>	Never Assistance	54,241	<b>Total Program Staff</b>	<b>708</b>

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 1 – Program Information.)

## B. Self-Assessment Results

Oregon’s efficiency rates and corresponding federal benchmarks are displayed in Table 2 - Self-Assessment Results below.

Table 2 - Self-Assessment Results

Criterion	Cases Where Required Activity Occurred or Should Have Occurred	Cases Where Required Activity Occurred within Timeframe	Efficiency Rate (Confidence Level of Sample)	Federal Minimum Standard	Previous Year's Efficiency Rates
Case Closure	327	318	<b>97.24%</b>	90%	100%
Establishment	481	427	<b>88.77%</b>	75%	77.87%
Enforcement	298	274	<b>91.94%</b>	75%	94.23%
Disbursement	2,078,653	1,983,739	<b>95.43%</b>	75%	91.52%
Medical	319	307	<b>96.23%</b>	75%	95.52%
Review & Adjustment	382	365	<b>95.54%</b>	75%	94.44%
Intergovernmental	304	234	<b>76.97%</b>	75%	89.79%
Expedited Process 6-month	340	317	<b>93.23%</b>	75%	93.55%
Expedited Process 12-month	340	333	<b>97.94%</b>	90%	97.54%
<b>TOTAL:</b>	<b>2,081,444</b>				

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 2 – Self-Assessment Results.)

## C. Summary

Oregon surpassed the required federal compliance benchmarks in all program areas for the Self-Assessment review period; therefore, a corrective action plan will not be necessary.

## II. Methodology

### A. Introduction to Methodology

Oregon randomly reviewed a focused sample group of child support cases in seven categories to determine compliance with the corresponding citations in 45 CFR 302 and 303 and the Social Security Act (Section 454B(c)(1)). For Disbursement of Collections, all payments received were reviewed systematically to determine compliance.

To conduct a statistically valid assessment and select a sample that would achieve a 90% confidence level, Oregon utilized focused samples. Oregon used the statistical equation in Figure 1 - Confidence Level Statistical Equation to achieve the 90% confidence level requirement.

$$n = \frac{(z \cdot \frac{\alpha}{2})^2 \cdot p \cdot q}{E^2}$$

**Figure 1 - Confidence Level Statistical Equation**

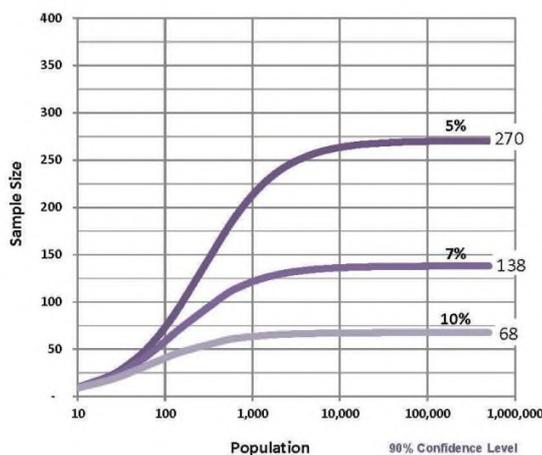
(See also Appendix 1 – Tables and Figures (DM# 7261250), Figure 1 – Confidence Level Statistical Equation.)

The formula for Oregon’s statistical equation to achieve its confidence level states the following:

- n = the sample size
- z = the z score
- α = 1 – confidence interval
- p = probability
- q = 1 – p
- E = tolerable error rate

**Sample Chart – 90% Confidence Level**

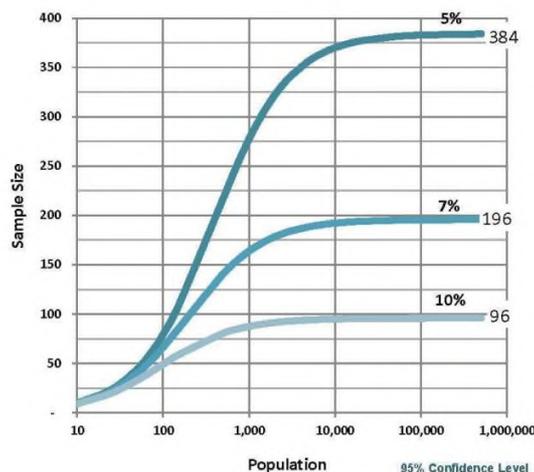
Population	Tolerable Error		
	5%	7%	10%
10	10	9	9
25	23	21	18
50	42	37	29
75	59	49	36
100	73	58	41
150	97	72	47
500	176	108	60
750	199	117	62
1,000	213	121	63
1,100	217	123	64
1,500	229	127	65
2,000	238	129	65
2,500	244	131	66
3,000	248	132	66
5,000	257	134	67
7,500	261	136	67
10,000	263	136	67
11,000	264	136	67
12,500	265	137	67
15,000	266	137	67
20,000	267	137	67
50,000	269	138	68
100,000	270	138	68
500,000	270	138	68



Oregon’s desired error rate is 5% or less. A presumed probability of 50-50 was used (50% chance the desired outcome would occur and 50% chance the desired outcome would not occur). Utilizing a 90% confidence level, a table was created to indicate the number of cases required for review per identified population.

**Sample Chart – 95% Confidence Level**

Population	Tolerable Error		
	5%	7%	10%
10	10	10	9
25	24	22	20
50	44	40	33
75	63	54	42
100	80	66	49
150	108	85	59
500	217	141	81
750	254	156	85
1,000	278	164	88
1,100	285	166	88
1,500	306	173	90
2,000	322	179	92
2,500	333	182	93
3,000	341	184	93
5,000	357	189	94
7,500	365	191	95
10,000	370	192	95
11,000	371	193	95
12,500	373	193	95
15,000	375	193	95
20,000	377	194	96
50,000	381	195	96
100,000	383	196	96
500,000	384	196	96



A comparative table for a 95% confidence level was also created to determine the number of cases to sample in order to achieve the 90% confidence level as shown in Figure 2-Confidence Level Charts, left. (See also Appendix 2 - Confidence Level Charts.)

**Figure 2 - Confidence Level Charts**

(See also Appendix 1 – Tables and Figures (DM# 7261250), Figure 2 – Confidence Level Charts.)

## B. State Self-Assessment Coordination

### Program Compliance Criteria

Oregon continues to use the March 1998 Core Work Group Report model to conduct case assessments. Flowcharts were created for the seven non-automated categories. A database was created with data input forms designed around the flowcharts. Macros eliminated manual calculations and determinations, increasing the efficiency and accuracy of the data and case outcomes.

### Case Review – General Rules

The assessment is performance based, focusing on outcomes rather than processes. Each category was reviewed for compliance with corresponding federal regulations established in 45 CFR 308. The following relevant definitions apply:

- An *outcome* is the result of case action within a specific category.
- An *action* is an appropriate outcome within a specific category.
- An *error* is either a failure to take a required action or taking an incorrect action within a specific category.

The assessment of a case was based on five general case-evaluation rules:

- A case was reviewed only on the criteria for which it was sampled.
- A case received only one action or error in the category for which it was sampled.
- No credit was given for an action completed prior to, or after, the review period.
- Time standards for initiating reciprocal and responding reciprocal interstate cases were reviewed separately.
- If an outcome was pending or not successfully completed due to the timeframe expiring after the review period, the previous required action was evaluated.

Cases were initially screened for possible exclusion. A case was excluded if:

- No action was necessary during the review period.
- There was insufficient time to take the last required action and no other actions were previously required.
- The case qualified for closure pursuant to 45 CFR 303.11 and it was not being reviewed for compliance with case closure criteria.
- Other reasons relevant to unique criteria.

Oregon compared efficiency rates within each category to the federal benchmarks. To establish an efficiency rate, Oregon used the formula specified in the Self-Assessment Core Workgroup Report:

*Efficiency [Cases with appropriate action/Total number of cases with required action]*

### **Concur Case Review Process**

Oregon implemented the Concur Case Review Process during the 2004 Self-Assessment as an enhancement to the case review process. This process has been used each year since and remains relatively unchanged. This additional step has benefited the Program in a number of ways:

- 1) The Program efficiency rating has increased when the field has provided sufficient documentation validating a case action that was previously considered noncompliant.
- 2) Program confidence in the reported outcomes has improved because of field participation in the determination of the outcomes.
- 3) Program awareness of the review categories and related criteria has increased.
- 4) The understanding of federal requirements has increased in both the Division of Child Support and District Attorney offices.

Prior to field office review, a Program Performance Analyst reviews the cases and determines whether the outcome is an action (appropriate action taken), error (failed to take required action), or excluded (does not meet the criteria to be reviewed). A second analyst then reviews the error cases, gaining consensus on the outcome. Once this is accomplished, the error cases are referred to their respective field office representatives to review using applicable federal regulations. These representatives either concur or do not concur with the reviewers' outcome, and provide additional information for reconsideration of the outcome.

The analysts consider any additional information provided by the field office and make a determination whether the outcome will remain an error, change to an action, or be excluded. This determination takes into account the applicable federal regulations associated with each of the review categories. The outcome of the determination is shared with the respective field representatives. Upon completion of this process, the outcomes are finalized, and the report is published and submitted to OCSE.

In response to the Concur Case Review Process this year, there were 17 non-concurs received. Because of the additional information provided, the analysts updated one Medical category error and one Intergovernmental category error to actions. There were also two Intergovernmental and two Review and Adjustment errors that were excluded. These changes increased efficiency in the respective categories.

### **Training Opportunities**

Starting with the 2014 FSA, the analysts began tracking training opportunities identified during the review process. These arise when the required process is not followed or information is not correctly documented on a case. Some examples of training opportunities are incorrectly coding an action, failing to create narratives, and taking incorrect case actions. While the analysts do not search for these opportunities, they will spend additional time reviewing cases when one is identified to follow up with Program staff later in the process. A detailed list is provided to field office managers after case reviews are finished to assist them in identifying areas that may need improvement or retraining in their respective offices.

## C. Universe Definition and Sampling Procedures

To obtain focused samples, the seven non-automated categories were broadly defined to avoid the systematic exclusion of a population subset. Separate populations of cases were identified for each category based on the specified definitions. The population samples include cases that were excluded due to coding errors and ambiguity in definitions used by the Child Support Enforcement Automated System. For this reason, an exclusion rate was anticipated within each sample. Sample sizes were based on the number of cases required to achieve 95% confidence level to obtain the minimum number of cases needed to achieve 90% confidence level.

## D. Summary of Methodology

Table 3 - 2015 Self-Assessment Sample Details provides descriptions of the unique sample data extracted for each criterion. The population size varies each year and is used to determine the minimum number of cases needed to achieve the 90% confidence level. For each criterion, the Program exceeded the minimum number of cases required.

Table 3 - 2015 Self-Assessment Sample Details

Criterion	Sample Data Description	Case Population	# Cases to Achieve 90% Confidence Interval	Sample Size	System Reviewed	Total Cases Reviewed
Case Closure	Any case closed during the review period, even if it was subsequently reopened.	40,961	269	349	0	327
Establishment	Any case in which a paternity or support order was needed, in process, or established during the review period.	10,948	264	650	192	481
Enforcement	Cases in which ongoing income withholding is in place and cases in which new or repeated enforcement actions were required during the review period.	125,138	270	304	123	298
Disbursement	Any payment received and disbursed during the review period.	2,078,653	270	2,078,653	2,078,653	2,078,653
Medical	Cases with orders established or modified during the review period.	6,670	261	371	0	319
Review & Adjustment (Modification)	Order cases with a modification action initiated or completed during the review period.	11,015	265	452	314	382
Intergovernmental	Cases coded with a responding or initiating state Federal Information Processing Standards (FIPS) code other than Oregon during the review period.	32,866	269	415	0	304
Expedited Process	Cases that have an administrative order established during the review period.	11,015	265	365	0	340

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 3 - 2015 Self-Assessment Sample Details.)

### III. Self-Assessment Results

#### A. Introduction to Self-Assessment Results

Federal regulations require each state meet a minimum compliance benchmark of 75 percent for each required program category with the exception of Expedited Processes (12-month) and Case Closure. These two program categories must meet a minimum compliance benchmark of 90 percent.

Oregon surpassed the required federal compliance benchmarks in all program areas for the review period October 1, 2014, through September 30, 2015.

#### B. Self-Assessment Results

Table 4 - Self-Assessment Results

Criterion	Cases Where Required Activity Occurred or Should Have Occurred	Cases Where Required Activity Occurred within Timeframe	Efficiency Rate (Confidence Level of Sample)	Federal Minimum Standard	Previous Year's Efficiency Rates
Case Closure	327	318	<b>97.24%</b>	90%	100%
Establishment	481	427	<b>88.77%</b>	75%	77.87%
Enforcement	298	274	<b>91.94%</b>	75%	94.23%
Disbursement	2,078,653	1,983,739	<b>95.43%</b>	75%	91.52%
Medical	319	307	<b>96.23%</b>	75%	95.52%
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Expedited Process 6-month	340	317	<b>93.23%</b>	75%	93.55%
Expedited Process 12-month	340	333	<b>97.94%</b>	90%	97.54%
<b>TOTAL:</b>	<b>2,081,444</b>				

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 4 – Self-Assessment Results.)

#### C. Discussion of Self-Assessment Results

The following category reviews provide a detailed breakdown of the population, sample size, cases reviewed, errors, and training opportunities found during the 2015 Self-Assessment. It is important to consider that the error breakdown shows the percentage of errors found in the sampling that was reviewed. When the percentage of errors is compared to the total population of cases, the resulting figure represents the number of errors that would reasonably be found if the entire Program caseload had been reviewed. For example, if the Enforcement category had a 94.23% efficiency rate, using the error rate of 5.77% and multiplying it by the total population of enforcement cases within the review period (124,660), there is a reasonable potential for 7,193 total Enforcement errors within the Program caseload.

## Case Closure Review

Table 5 - Case Closure Summary

<b>2015 Efficiency Rate</b>		<b>97.24%</b>
Federal Benchmark		90%
Population Size		40,961
Cases Sampled		349
Cases Reviewed		327
Cases that met at least one federal requirement		318
<b>Error Summary</b>		<b>CFR Reference</b>
Did not qualify for closure.	45 CFR 303.11(b)(1-12)	7
Did not interview custodial parent about unknown father.	45 CFR 303.11(b)(3)(iv)	1
Did not send contact letter to unreachable custodial parent.	45 CFR 303.11(b)(10)	1
<b>Total Case Closure Errors</b>		<b>9</b>
<b>Other Case Closure Data</b>		
Cases where training opportunities were identified		36
Number of non-concur responses received		0
Number of results changed in response to non-concur		0

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 5 – Case Closure Summary, and, Figure 3 - Case Closure: Proportion of Cases With Errors to Cases Without Errors.)

The Case Closure category had an error percentage of 2.76. Taken as a part of the entire case closure caseload, this reflects the potential for approximately **1,131** cases in the statewide caseload with errors. Although error percentage increased this year, the Program has maintained efficiency in the category over 97% since 2009.

When comparing the population of cases with the prior year, there were 6,160 more cases eligible for review this year. This likely related to the number of open cases, which decreased by 34,125 cases at the end of FFY 2015 when compared to last year. The primary reason for closure in 154 (47%) cases reviewed was: “No longer a current support order and arrearages less than \$500 or unenforceable.” In 59 cases reviewed (18%), the closure reason was: “Recipient requested closure and medical support not assigned to State or arrearages accrued.”

In the 349 cases sampled, there were 36 cases identified with training opportunities (10.3% of cases). In four of those cases, the training opportunity resulted in an error. Some cases had more than one training opportunity identified. Case narratives and coding needed improvement in 18 cases (50%) and in 21 cases needed the next appropriate action taken (58%). As of the date of the review, follow-up actions were needed on 13 cases (36%).

The overarching errors and training opportunities in this category were:

- Lack of follow-up with and proper notification to an obligee.

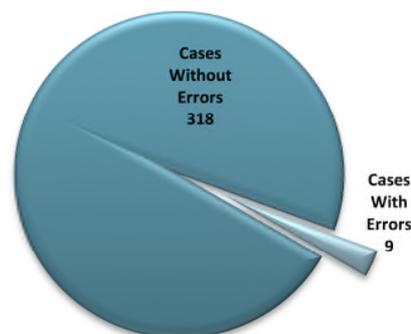


Figure 3 - Case Closure: Proportion of Cases With Errors to Cases Without Errors

- Cases closed prematurely for loss of contact with the obligee without a letter being sent prior to the closure notice (45 CFR 303.11(b)(10)).
- Cases not being kept open to provide continuation of services to the obligee.
- Cases that were closed for non-cooperation (45 CFR 303.11(b)(11)), but the obligee had not been contacted for several years prior to closure.

Greater efficiency in this category would be realized with increased obligee engagement and keeping an appropriately referred case open until the obligee or applicant for services requests closure. This would also improve consistency in customer service and case management standards across the state.

### Disbursement Review

Table 6 - Disbursement Summary

<b>2015 Efficiency Rate</b>	<b>95.43%</b>
Federal Benchmark	75%
Population Size	2,078,653
Receipts Sampled	2,078,653
Receipts Reviewed*	2,078,653
Receipts that met at least one federal requirement	1,983,739

### Error Summary

Receipts not disbursed within the 2-day timeframe outlined in 45 CFR 308.2(d)(1) receive an error. Those errors are detailed by receipt types as follows:

Receipt Type	Total Receipts	Total Over 2 Days	% of Errors
Electronic Funds Transfers (EFT)	938,921	9,351	9.85%
Unemployment (UC)	108,511	2,574	2.71%
Employer Portal (EP)	298,023	17,046	17.96%
Other	733,198	65,943	69.48%

### Total Disbursement Errors 94,914

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 6 – Disbursement Summary, and, Figure 4 - Disbursement: Types and Number of Errors.)

\*Note: All Disbursements were reviewed.

The Disbursement category had an error percentage of 4.57. Efficiency in this category increased by 3.9 percentage points compared to the prior year. Efficiency has increased by 1.27 percentage points over the last two years and is at the highest since 2012.

Increased efficiency in this category can be attributed to the decrease in the number of receipts and staffing levels remaining constant for most of the FFY. Compared to 2014, the number of receipts dropped 1% with the greatest number of disbursements occurring in March and July 2015. In these months, performance dipped slightly below 90% but still remained well above the 75% benchmark.

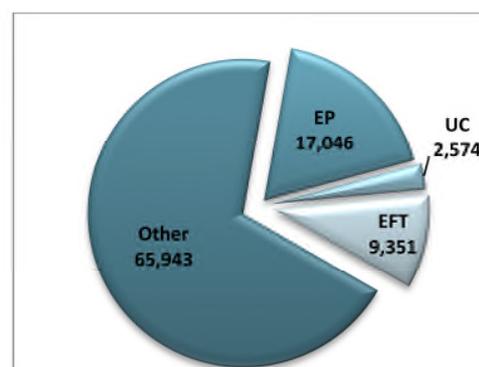


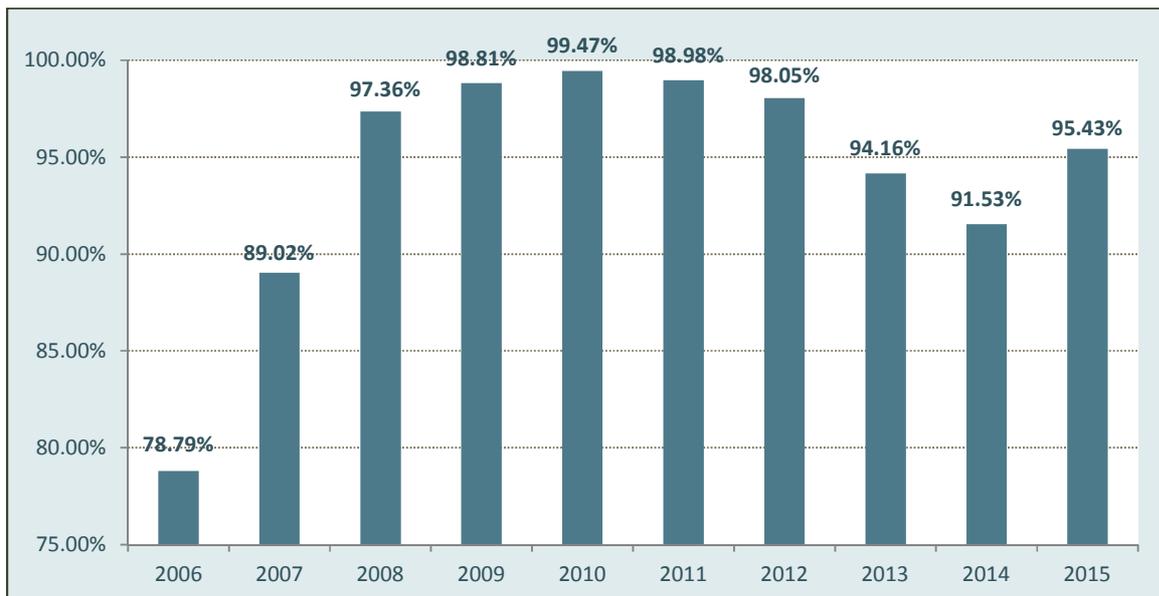
Figure 4 - Disbursement: Types and Number of Errors

The highest-performing months of the year were October, January, and February when performance exceeded 98%.

The majority of payments with errors are categorized as Other Receipts, which includes all cash payments, money orders, checks, cashier checks, and foreign checks. These receipts require manual receipting, a more time-consuming and less consistent receipting process. Other Receipts accounted for 69.5% of the total errors, a decrease of 14.5 percentage points when compared to last year (2014=84%). A total of 59% (or 38,848) of the Other Receipt errors occurred in March and July. These same months had the overall highest number of receipts and errors equaling 43% of the total number of errors in this category. Delays in disbursement during March were caused by the peak manual receipting required for tax offset processing, and in July there were several vacancies and staff out on leaves of absence.

There were 17,407 errors in January and 85% of those occurred on January 2 and 5, the first two business days of the year. Of those errors, 92% (13,625) were EFT, EP, and UC receipt types. Errors during this timeframe are attributed to year-end processing.

Figure 3-Disbursement Efficiency Rate: 2006-2015 demonstrates that, after a drop in performance over the last four years, the Program made improvements this year and continues to perform well above the 75% benchmark. Increased efficiencies during year-end processing and stabilization of staffing during expected absences would continue to improve the overall performance for this category.



**Figure 5 - Disbursement Efficiency Rate: 2006 – 2015**

*(See also Appendix 1 – Tables and Figures (DM# 7261250), Figure 5 – Disbursement Efficiency Rate: 2006 – 2015.)*

## Enforcement Review

Table 7 - Enforcement Summary

<b>2015 Efficiency Rate</b>		<b>91.94%</b>
Federal Benchmark		75%
Population Size		125,138
Cases Sampled		304
Cases Reviewed		298
Cases that met at least one federal requirement		274
<b>Error Summary</b>		<b>CFR Reference</b>
Did not issue withholding timely.	45 CFR 303.6(c)(1) & 303.100(e)(2-3)	2
Did not complete other enforcement activities timely. (Service not required.)	45 CFR 303.6(c)(2)	14
Did not complete other enforcement activities timely. (Service required.)	45 CFR 303.6(c)(2)	2
Did not complete locate activities timely.	45 CFR 303.3(b)(3)	6
<b>Total Enforcement Errors</b>		<b>24</b>
<b>Other Enforcement Data</b>		
Cases where training opportunities were identified		20
Number of non-concur responses received		2
Number of results changed in response to non-concur		0

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 7 – Enforcement Summary, and, Figure 6 - Enforcement: Proportion of Cases With Errors to Cases Without Errors.)

The Enforcement category had an error percentage of 8.06. Taken as a part of the entire enforcement caseload, this reflects the potential for approximately **10,086** cases in the statewide caseload with errors. While the Program continues to perform well above the benchmark, it has been slowly declining over the last four years.

This year, the Program implemented an automated review for income withholding and payments received, which resulted in 123 actions. Overall, 209 cases (70%) received actions because one of the payment types identified for the automated review was received.

For the cases not evaluated for payments, the last action on 39 of them was “other enforcement action taken” (45 CFR 303.6(c)(2)). Those cases also had 67% of the total errors (16 cases). Twelve cases were evaluated independently for certifying for tax offset (45 CFR 303.6(c)(3)), and those cases had no errors.

Eleven cases were evaluated for timely income withholding (45 CFR 303.6(c)(1) & 303.100(e)(2-3)) with two errors. Twenty cases were evaluated for locating the obligor (45 CFR 303.3(b)(3)), and six of those cases had errors for not meeting the full locate requirement, exceeding the 75-day timeframe between 11-65 days (a total of 86-140 days).

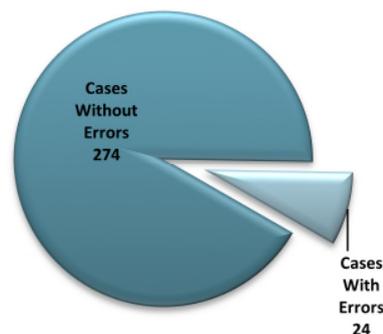


Figure 6 - Enforcement: Proportion of Cases With Errors to Cases Without Errors

In the 304 cases sampled, there were 20 cases identified with training opportunities (7% of Enforcement cases). Case narratives or coding needed improvement in 15 cases (75%), and in 5 cases the next appropriate action was not taken (25%). As of the date of review, follow-up actions were needed on 12 cases (60%).

To increase efficiency in the Enforcement category, case reviews when no enforcement action is taken need to be documented each time they are completed. Increased verbal communication with the obligor would improve efficiency by promoting personal payments when an automated collection method is not available.

## Establishment Review

Table 8 - Establishment Summary

2015 Efficiency Rate		88.77%
Federal Benchmark		75%
Population Size		10,948
Cases Sampled		650
Cases Reviewed		481
Cases that met at least one federal requirement		427
Error Summary	CFR Reference	
Did not complete service timely.	45 CFR 303.4(d)	30
Did not complete locate activities timely.	45 CFR 303.3(b)(3)	8
Did not complete case opening procedures timely.	45 CFR 303.2(b)(1)	16
Total Establishment Errors		54
Other Establishment Data		
Cases where training opportunities were identified		42
Number of non-concur responses received		0
Number of results changed in response to non-concur		0

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 8 – Establishment Summary, and, Figure 7 – Establishment: Proportion of Cases With Errors to Cases Without Errors.)

The Establishment category had an error percentage of 11.16. Taken as a part of the establishment caseload, this reflects the potential for approximately **1,222** cases in the statewide caseload with errors.

Efficiency in this category increased by 10.9 percentage points compared to 2014, and is the highest efficiency realized since 2010. Two contributing factors had significant impact on performance in this category: 1) several changes to the Establishment sample criteria; and 2) concentrated efforts by field offices to complete Establishment work timely. Additionally, the percentage of cases excluded from the Establishment case sample dropped from 45% to 26% in this year's sample, resulting in a greater number of cases reviewed (2014=357; 2015=481).

Changes to the criteria for automated case reviews for new orders established (45 CFR 308.2(b)(1)) resulted in 51% more

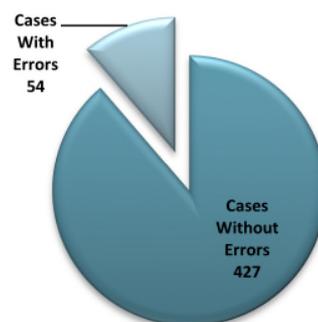


Figure 7 - Establishment: Proportion of Cases With Errors to Cases Without Errors

cases with automated actions than in 2014 (2014=127; 2015=192). An additional 30 cases were given actions for orders finalized within the review period, 222 total cases (46% of cases reviewed).

A total of 121 cases were evaluated for service (45 CFR 303.4(d)). Cases receive an action when a new order was finalized or the parties were served within 90 days after the obligor's address is verified. For the cases with service completed successfully within the 90-day time frame (35 cases), the average number of days to complete service was 44 days.

Cases where unsuccessful service attempts were documented during the review period also received an action. However, if service was not attempted more than once or the failed attempts to serve were not documented on the case, the case received an error. In the seven cases where service was not completed timely, it took between 100-276 days to complete service. Service was attempted but was unsuccessful in 66 cases with 10 of those cases receiving errors for lack of documentation of the unsuccessful service attempts. Thirteen errors resulted from no action being taken at all, 24% of the total errors in this category.

Case opening was the last action on 33 cases, and 48% of them received errors. This is consistent with last year (2014=18; 2015=16). Regulation 45 CFR 303.2(b)(1) allows 20 days from the date a referral is received to open the case, solicit the obligee and other resources for information, and refer the case to locate (when appropriate). In 26 cases, solicitation occurred but in close to half of them, it occurred between the 21<sup>st</sup> and 119<sup>th</sup> days, resulting in 11 errors, 5 of which had no solicitation at all. In several case-opening errors, the system had cleared the alert that prompts the case manager to conduct solicitation before the worker had the opportunity to review the case. Changes will be completed in FFY 2016 that will prevent the system from clearing those alerts in certain circumstances.

Consistent with last year's findings, locate last actions continue to have the lowest rate of errors for a total of only 8 errors out the 105 cases reviewed (8%) for locate. Regulation 45 CFR 303.3(b)(3) includes three requirements for locate: full locate (75-day timeframe for the initial locate and then once every year), quarterly locate (every 90 days after full locate completed), and locate that is completed immediately upon receipt of new information. When reviewing cases for full locate, the analyst only needs to be able to conclusively determine that a full locate was necessary to evaluate it as the last action, and it does not require the case moving into the locate caseload. In two error cases, the timeframe for completing the full locate exceeded the 75-day timeframe by 155 days or more. In both cases, there were pending locate alerts that remained on the cases until the case was reviewed.

Cases reviewed automatically by the system were not evaluated for training opportunities. Forty-two training opportunities were identified (9%), an improvement from last year's 15% (77 of 523 cases). The most frequent training notes related to not taking the next appropriate action, and missing or incorrect narratives. Fourteen of the cases also had errors. Five cases could have been closed during the review timeframe, but were not. Six cases did not have complete or accurate coding related to obligor's incarceration status.

Six cases were missing the appropriate next step for order establishment and three of those required attempted contact with the obligee to determine if an order should be established or the case should be closed.

Eight cases lacked long-arm jurisdiction information, and six cases had training notes that referenced missing or incomplete paternity information. These training notes were also made in other categories.

This category experienced the greatest efficiency improvement over last year. Improvements in case processing are needed to meet the 20-day benchmark for case opening and solicitation in a greater percentage of cases. To accomplish that, early contact with the obligee is necessary. Continued focus on completing establishment actions timely and documenting service attempts should allow the Program to maintain this level of efficiency next year.

### Expedited Process Review

Table 9 - Expedited Process Summary

<b>2015 Efficiency Rate for the 12-month Benchmark</b>	<b>97.94%</b>
Federal Benchmark	90%
Population Size	11,015
Cases Sampled	365
Cases Reviewed	340
Cases that met at least one federal requirement	333
<b>2015 Efficiency Rate for the 6-month Benchmark*</b>	<b>93.23%</b>
Federal Benchmark	75%
Cases Reviewed	340
Cases that met at least one federal requirement	317
<b>Error Summary</b>	<b>CFR Reference</b>
6-month federal timeframe to establish paternity and to establish, modify, and enforce support orders	45 CFR 303.101(b)(2)(i) 23
12-month federal timeframe to establish paternity and to establish, modify, and enforce support orders	45 CFR 303.101(b)(2)(i) 7
<b>Other Expedited Process Data</b>	
Cases where training opportunities were identified	66
Cases with improvements needed to service narratives	261
Number of non-concur responses received	0
Number of results changed in response to non-concur	0

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 9 – Expedited Process Summary; Figure 8 - Expedited Process, 12-Month: Proportion of Cases With Errors to Cases Without Errors; and, Figure 9 - Expedited Process, 6-Month: Proportion of Cases With Errors to Cases Without Errors.)

\*Note: The cases with 6-month errors may also be counted as 12-month errors.

### Expedited Process Twelve-Month Benchmark Summary

The Expedited Process 12-month benchmark category had an error percentage of 2.06. Taken as a part of the expedited process caseload, this reflects the potential for approximately **227** cases in the statewide caseload with errors. Efficiency in this category has remained above 95% since 2009.

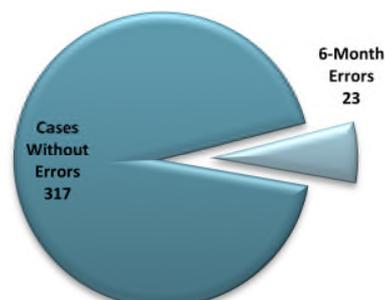


Figure 8 - Expedited Process, 12-Month: Proportion of Cases With Errors to Cases Without Errors

One of the seven errors missed the 365-day benchmark by only nine days. Five errors greatly exceeded the benchmark with finalization not occurring until days 542, 609, 669, 706, and 1,278, and all of those cases had some level of complications or delays with paternity testing. Those delays can be partly attributed to the complexities of the paternity establishment processes when there is presumed paternity, reopening of paternity, or a self-alleged father.

Two cases had errors related to establishing long-arm jurisdiction (one party lived outside of Oregon). Two of the error cases also had training opportunities, one related to coding of the order and the other due to the next appropriate actions not being completed timely.

### *Expedited Process Six-Month Benchmark Review*

The Expedited Process six-month benchmark category had an error percentage of 6.77. Taken as a part of the Expedited Process caseload, this reflects the potential for approximately **746** cases in the statewide caseload with errors. All of the 12-month errors were also counted as six-month errors.

Although the six-month performance is reported to the Office of Child Support Enforcement, compliance with the 75% benchmark is not currently required. The Program has maintained performance above 90% since 2004.

Out of the 23 errors for cases processed within six months, three of the errors missed the 180-day timeframe by less than 10 days. Fourteen cases had orders finalized within nine months. One of those cases had an administrative hearing that delayed the order, and five had delays in completing paternity testing.

### *Expedited Process Training Opportunities & Service Narrative Findings*

For the Expedited Process category, there were two separate types of needs identified, training opportunities and service narrative findings.

Service narrative findings were tracked because of a trend found in last year's FSA where a large percentage of cases lacked the necessary service narrative documentation on the case. Training needs include any other type of training note made while reviewing a case. In total, there were 66 training opportunities identified in the sample (18%), and 261 service narrative findings (72% of sample).

When looking at other training needs for this category, finalizing the order prior to the 30-day response time lapsing was the area of greatest concern with 16 cases finalized too early in the legal process. These could result in increased legal actions later should the order have to be set aside or is otherwise questioned by a client, attorney, or other jurisdiction. Unless consent is entered by both parties, orders should be finalized no sooner than the 31<sup>st</sup> day after service on the last party. Fourteen of those cases would have been finalized timely if there had been clearer service documentation on the case. Six cases were finalized on the 30<sup>th</sup> day and five cases between the 28<sup>th</sup> and 29<sup>th</sup> day. Five orders were finalized between the day of service (0 days lapsed) and 23<sup>rd</sup> day.

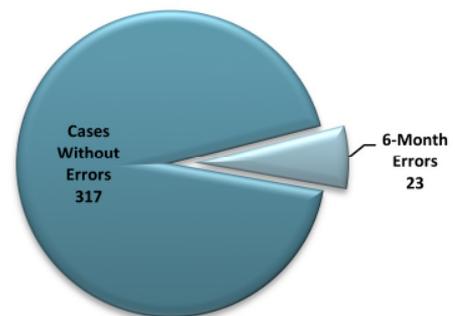


Figure 9 - Expedited Process, 6-Month: Proportion of Cases With Errors to Cases Without Errors

Thirty cases had orders finalized during the review period appropriately but they were not coded onto the system sufficiently. Most of these were new orders and they were missing the last step of coding the final order (adding the assigned court number) onto the order screen on the case. Prior to 2015, the Program mailed final orders to court for filing and had to wait to receive notification that the filing was complete, which included the new court number. Most circuit courts now require electronic filing of new orders. When a document is electronically filed with the court, its case number is assigned almost immediately and final coding can be completed within two business days after filing. Over the coming year, the filing process changes should normalize and case coding should improve.

Service narrative findings were identified in 261 of the 365 cases (71.5%) sampled. The primary service narrative finding was found in regular mail service narratives in 248 of the 261 cases (71.5%). There were 146 cases missing the date of service on the completed service narrative with 130 of those cases being regular mail service. Twenty-four cases were missing the service narratives altogether.

The lack of service narratives is possibly because there is limited use for that information. However, the Oregon Rules of Civil Procedure, Chapter 7 provides the Program guidance on the number of days to be added to the mailing date when documents are served using that method; three days should be added to the mailing date for service at an address in Oregon, and seven days for an address out of state. Further, the Program's procedures for regular mail specify that the date of mailing must be listed on the initial service narrative, and the date of service must be listed on the completed service narrative.

Taken as a part of the Expedited Process caseload, service narrative deficiencies could exist on 98.5% of the cases, approximately 10,850 cases in the statewide caseload. Although service by regular mail rarely is a factor in determining the effective date of the final order, accuracy of the information documented on the case is necessary to correctly calculate response time frames. When the service dates are missing or are unclear, it is difficult to process and finalize orders timely and resulted in orders being finalized prematurely in some cases.

### *Expedited Process Summary*

To improve efficiency for the Expedited Process category, the Program needs to aim towards meeting the timeframes by mitigating unnecessary delays in finalizing orders, and work to improve service documentation on cases. Understandably, case managers have limited control over uncooperative parties, but there is some room for improvement in the lag time between receiving a request for paternity testing and sending the final order to court. Further, clear and accurate service information on the case clearly will facilitate an efficient case review as well as a defensible case record.

## Intergovernmental Review

Table 10 - Intergovernmental Summary

<b>2015 Efficiency Rate for Intergovernmental</b>	<b>76.97%</b>
Federal Benchmark	75%
Population Size	32,866
Cases Sampled	415
Cases Reviewed	304
Cases that met at least one federal requirement	234
<b>Total Intergovernmental Errors</b>	<b>70</b>
<b>Other Intergovernmental Data</b>	
Cases where training opportunities were identified	65
Number of non-concur responses received	6
Number of results changed in response to non-concur	3

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 10 - Intergovernmental Summary, and, Figure 10 - Intergovernmental: Proportion of Cases With Errors to Cases Without Errors.)

The Intergovernmental category had a combined (initiating and responding) error percentage of 23.03. Taken as a part of the entire intergovernmental caseload, this reflects the potential for approximately **7,569** cases in the statewide caseload with errors.

Efficiency in this category decreased by 12.82 percentage points compared to the prior year, and 15.01 percentage points since 2011. This is the lowest efficiency realized since the FSA began in 1998. Thirty-seven error cases are believed to have met the criteria for system-generated CSENet messages, but the system did not send out the messages. The lack of system-generated CSENet messages occurred in 12% of the 304 intergovernmental cases reviewed, and 53% of errors. Taken as part of the entire intergovernmental caseload (32,866), the system issue reflects potential impact to approximately 4,273 cases each year. Types of new information that should have received an automated CSENet include changes in obligor/obligee addresses, branch movement, case status, and, obligor employer.

When the system issue was identified last year, the Program chose to wait to fix it through the design of a new child support system. However, since there was a 76% increase in CSENet system issues this year and the new system will not be fully functional for a few more years, the Program is working to resolve them as quickly as possible.

Six errors received non-concurs and additional information was provided on three cases that changed the results from an error to an action or exclusion, and reduced the total number of errors from 73 to 70. The last action most often evaluated was providing new information to the other jurisdiction, with 170 cases reviewed for both responding and initiating cases, 39% of those with errors. Last actions related to Central Registry processing and response to referrals totaled 23 cases, and none of those cases had errors.

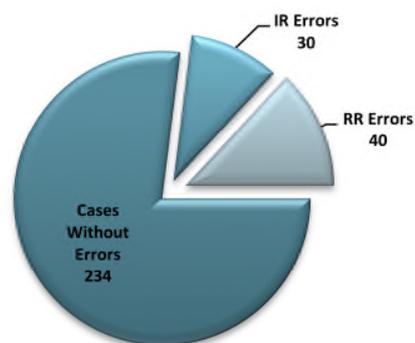


Figure 10 - Intergovernmental: Proportion of Cases With Errors to Cases Without Errors

*Intergovernmental-Responding Summary*

Table 11 - Responding Intergovernmental Summary

<b>2015 Efficiency Rate for Intergovernmental-Responding</b>		<b>79.49%</b>
Responding Population Size		17,894
Responding Cases Sampled		226
Responding Cases Reviewed		195
Responding cases that met at least one federal requirement		155
<b>Responding Error Summary</b>		<b>CFR Reference</b>
Did not notify initiating state of new information received.	45 CFR 303.7(a)(7)	38
Did not disburse payment to the other state within the required timeframe.	45 CFR 308.2(g)(iv)	2
<b>Total Responding Errors</b>		<b>40</b>

(See also Appendix 1 – Tables and Figures (DM# 7261250), 11 - Responding Intergovernmental Summary, and, Figure 11 - Intergovernmental-Responding: Proportion of Cases With Errors to Cases Without Errors.)

The Intergovernmental-Responding cases had an error percentage of 20.51. Taken as a part of the entire responding caseload, this reflects the potential for approximately **3,670** cases statewide with errors.

The last action most often evaluated for Intergovernmental-Responding cases was sending the payment to the initiating state within two days, which is 50% of the responding cases and 32% of all Intergovernmental cases reviewed. There were 95 cases evaluated for providing new information to the initiating state, or 49% of the responding cases reviewed. Only 12 cases (6% of cases reviewed) were evaluated for Central Registry receiving a new referral and processing it timely (45 CFR 303.7(b)(2)).

A total of the 38 of the 40 Intergovernmental-Responding errors were for failing to send the initiating state new information timely (45 CFR 303.7(a)(7)). Twenty-six of those errors were due to the system failing to send the automated CSENet message. In 12 error cases, new information received was provided to the initiating state within an average of 36 days. New information was not provided to the initiating state at all in 26 cases.

There were two cases that did not disburse payment to the other state within the required timeframe (45 CFR 308.2(g)(iv)). One case required follow-up with the employer to verify the dollar amount before the payment could be disbursed, and the other error was a result of low staffing levels in July 2015.

In the 226 Intergovernmental-Responding cases sampled, there were 33 cases identified with a training opportunity (15% of cases reviewed). In four of those cases, there was also an error. Case narratives and coding needed improvement in 17 cases (8% of cases reviewed), and in 13 cases the next appropriate action was not taken (6% of cases reviewed). All but two of the cases required follow-up actions to be completed (13% of cases reviewed).

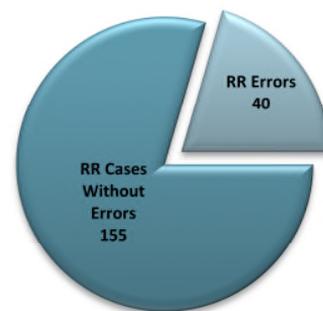


Figure 11 - Intergovernmental-Responding: Proportion of Cases With Errors to Cases Without Errors

## Intergovernmental-Initiating Summary

Table 12 - Initiating Intergovernmental Summary

2015 Efficiency Rate for Intergovernmental- Initiating		72.48%
Initiating Population Size		14,972
Initiating Cases Sampled		189
Initiating Cases Reviewed		109
Initiating cases that met at least one federal requirement		79
Initiating Error Summary		CFR Reference
Did not provide information upon request to responding state timely.	45 CFR 303.7(c)(6)	1
Did not notify responding state of new information timely.	45 CFR 303.7(a)(7)	29
Total Initiating Errors		30

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 12 - Initiating Intergovernmental Summary, and, Figure 12 - Intergovernmental-Initiating: Proportion of Cases With Errors to Cases Without Errors)

The Intergovernmental-Initiating cases had an error percentage of 27.52. Taken as a part of the entire responding caseload, this reflects the potential for approximately **4,120** cases statewide with errors.

The last action most often evaluated for Intergovernmental-Initiating was notifying the responding state of new information within 10 working days, which accounted for 80% of initiating cases and 29% of all Intergovernmental cases reviewed. A new referral was sent timely to the responding state in 11 cases; seven cases were evaluated for providing information upon request to the responding state; and five cases evaluated for receiving and forwarding a modification request to the responding state.

Out of the 30 Intergovernmental-Initiating errors, 29 were for failing to send the responding state new information timely (45 CFR 303.7(a)(7)). Fifteen of those errors were due to the system failing to send out the automated CSENet message. In six error cases, new information received was provided to the responding state within an average of 41 days with one case exceeding the 10-day time frame by only 2 days. New information was not provided to the responding state at all in 23 cases.

There was only one error for not providing information upon request to responding state (45 CFR 303.7(c)(6)). In this case, the responding state had requested an updated General Testimony but it had yet to be provided as of the date case was case reviewed.

In the 189 Intergovernmental-Initiating cases sampled, there were 32 cases identified with training opportunities (17% of cases). In only one case did the training opportunity result in an error. Case narratives and coding needed improvement in 12 cases (6% of cases), and in 16 cases the next appropriate action was not taken (8% of cases). All but two of the cases require follow-up actions to be completed (13% of cases reviewed).



Figure 12 - Intergovernmental-Initiating: Proportion of Cases With Errors to Cases Without Errors

## Intergovernmental Summary

Unlike many of the other categories, the errors on these cases are not varied, with 96% (67 of the 70 errors) occurring because new information was not provided to the other state within the 10-day timeframe. To make improvements, updates are needed to fix system-generated CSENet messages. Case managers also need to prioritize providing new information to the other jurisdiction as soon as it is received. Applying these two tactics will position the Program for success in future years.

## Medical Review

Table 13 - Medical Summary

2015 Efficiency Rate		96.23%
Federal Benchmark		75%
Population Size		6,670
Cases Sampled		371
Cases Reviewed		319
Cases that met at least one federal requirement		307
Error Summary		CFR Reference
Steps not taken to determine if reasonable and accessible private health care available.	45 CFR 303.31(b)(1)	3
Health care coverage available; steps not taken to enforce.	45 CFR 303.32(a)	3
National Medical Support Notice (NMSN) not sent to NCP's new employer.	45 CFR 303.32(c)(1)	6
<b>Total Medical Errors</b>		<b>12</b>
Other Medical Data		
Cases where training opportunities were identified		94
Number of non-concur responses received		2
Number of results changed in response to non-concur		1

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 13 – Medical Summary, and, Figure 13 - Medical: Proportion of Cases With Errors to Cases Without Errors.)

The Medical category had an error percentage of 3.77. Taken as a part of the entire medical caseload, this reflects the potential for approximately **251** cases in the statewide caseload with errors.

The Medical category efficiency remained steady with an increase of 0.7 percentage points over last year (2014=95.53%; 2015=96.23%). Two errors received non-concurs and additional information was provided, changing the results in one case from an error to an action, reducing the total number of errors from 13 to 12.

Out of the 319 cases evaluated, in 96% of the cases (307 cases) medical support was ordered in the form of an order for health insurance coverage or cash medical support. However, neither party had reasonable-in-cost and accessible health insurance available at the time the order was established or



Figure 13 - Medical: Proportion of Cases With Errors to Cases Without Errors

modified. In 97 of those cases (30% of cases reviewed), one or both parties obtained new employers after entry of the new order.

Twenty of those employers had group health care coverage that was accessible, available, and reasonable in cost to the party who was ordered to provide, and 13 of them were reported through the State Directory of New Hires. The Program failed to send the National Medical Support Notice (NMSN) to six of those employers for various reasons (50% of total errors). The child support system is programmed to issue NMSNs to employers who offer medical insurance coverage when the case is coded correctly. Two errors resulted from incorrect case coding. Two of the six errors were a result of the NMSNs not being sent to new obligee employers. Since Oregon has opted to order obligees to provide medical insurance, NMSNs must also be sent to obligee employers when the obligee is ordered to provide medical through an employer group health insurance.

The case record did not reflect that steps were taken to determine if reasonable and accessible private health care was available for one or both of the parties in three cases. One error was a result of not following up on a possible employer for the obligor. Two errors were because there was incomplete discovery or no follow-up with the obligee or obligee's employer to determine if health care coverage was available.

There were three errors because health care coverage was accessible, available, and reasonable in cost but the National Medical Support Notice (NMSN) was not sent to providing party's employer after entry of a new order or modification. In two cases, it was verbally confirmed that the obligees had health care coverage through their employers, but no action was taken to obtain information from the employer or send the NMSN. In the other case, it was unclear if the employer-offered plan was reasonable in cost for the obligor so a NMSN was not sent.

There were 94 cases (25% of case sample) with at least one training opportunity identified during the case reviews. The primary training need identified was for incorrect or missing coding on 58 cases (62% of training opportunity cases) and all of them require follow-up to correct deficiencies. There were 19 cases identified where the children had already been enrolled but the case was missing current health care coverage information for the children. If the case had been coded accurately, these cases would not have been pulled in the sample and would not have been reviewed. Three of the training opportunities with incorrect coding resulted in errors. Had the coding for those cases been complete, the system would have been able to automatically generate NMSNs to the employers.

Overall, the Program performed well above the required performance threshold for this category. The greatest area of weakness for this category was consistency in coding cases so that the system can generate NMSNs timely and without worker involvement. To improve efficiency in this category, staff must solicit all parties for employer and health care coverage information, ensure the health care coverage information is entered on the appropriate screens, narrate on the case log the specifics of an employer response, and consistently follow up when there is incomplete information.

## Review and Adjustment (Modification) Review

Table 14 - Review and Adjustment (Modification) Summary

<b>2015 Efficiency Rate</b>	<b>95.54%</b>	
Federal Benchmark	75%	
Population Size	11,015	
Cases Sampled	452	
Cases Reviewed	382	
Cases that met at least one federal requirement	365	
<b>Error Summary</b>	<b>CFR Reference</b>	
Modification not conducted timely. (180-day timeframe)	45 CFR 303.8(b)( e)	16
Locate activities not completed timely.	45 CFR 303.3(b)(3)	1
<b>Total Review and Adjustment (Modification) Errors</b>	<b>17</b>	
<b>Other Review and Adjustment (Modification) Data</b>		
Cases where training opportunities were identified	39	
Number of non-concur responses received	7	
Number of results changed in response to non-concur	2	

(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 14 - Review and Adjustment (Modification) Summary, and, Figure 14 - Modification: Proportion of Cases With Errors to Cases Without Errors.)

The Modification category had an error percentage of 4.46. Taken as a part of the entire modification caseload, this reflects the potential for approximately **491** cases in the statewide caseload with errors. Compared to 2014, this is an increase in efficiency by 1.1 percentage points.

New criteria was added to the sample this year for modifications completed (finalized or denied) within the review period (45 CFR 308.2(f)(1)), and 314 cases (82% of cases reviewed) received actions through automated case reviews. An additional 36 cases were found to have completed modifications within the review period, or 350 total cases (92% of cases reviewed). Additionally, the percentage of cases excluded from the Modification case sample dropped from 28% to 15% in this year's sample. These combined factors resulted in a much higher number of cases reviewed and increased efficiency in this category.

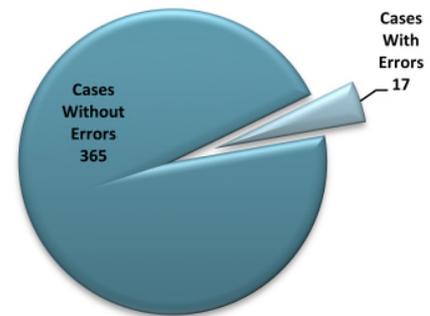


Figure 14 - Review and Adjustment (Modification): Proportion of Cases With Errors to Cases Without Errors

Four errors received non-concurs and two of them changed the results from an error to exclusion, reducing the total number of errors from 19 to 17. Thirty-two cases were manually reviewed with 17 of those evaluated for conducting the modification and only 1 of those cases was completed within 180 days (57 days). One case missed the 180-timeframe by only six days, but the remaining cases exceeded it by 24-431 days (a total of 204-611 days). These cases are measured beginning the date the modification documents are received from the requesting party, or upon locating the obligor if their address is no good when the modification documents are received. The end date must fall within the review period and is the date the modification was finalized or denied, or the last day of the review period if the modification was not

completed. Cases not meeting those criteria will receive an error if it took more than 180 days to complete the action (45 CFR 303.8(b)(e)).

In the 16 cases that exceeded the processing timeframe, seven had requests for administrative hearings, which will normally add several weeks to the total time needed to complete the modification. This year, the timeframe to submit referrals to the Office of Administrative Hearings (OAH) took more time than in prior years. Prior to the beginning of the review period, OAH implemented a new online portal and now require all administrative hearing referrals to be submitted through the portal. This was a major shift in the way that cases were referred, and it presented a steep learning curve to Program staff. The learning curve, coupled with ongoing technical difficulties with the site, resulted in referrals being delayed much longer than usual. Now that staff have learned what is required to submit a case through the OAH portal and it is more stable, there should be fewer stalls in referrals in the coming year.

Eight cases were evaluated for providing notification to the parties of their right to review every three years, and no errors were found on those cases. The remaining seven cases were evaluated for locate with only one error. In that case, the modification was requested by the Program so both the obligee and obligor were non-requesting parties. A service attempt on the obligee was documented as unsuccessful but there was no reattempt to serve or locate the obligee through the end of the review period. Since the obligee is receiving assistance, she could have been compelled to provide an updated address for service by sanctioning the grant.

Cases reviewed automatically by the system were not evaluated for training opportunities, leaving only 138 cases in the sample reviewed that could have training notes. Thirty-nine of those cases had at least one training need identified and seven of them resulted in errors. Three error cases were missing follow-up alerts that stalled the modification process, one was missing a narrative, and another case was put on legal hold, which prevented initiation of the modification. In one case, there are no narratives indicating the modification was finalized, amended, or withdrawn, and a new modification process was begun without addressing the status of the prior modification. In another case, the wrong type of modification was proposed and no action had been taken to withdraw it to initiate the correct legal action.

The primary training opportunity identified was for incorrect or missing narratives or alerts, which totaled 22 cases. There were 15 cases where the next appropriate action was not taken and 13 cases with incorrect or missing coding. Training needs had significant impacts to completion of the modification process, often causing unnecessary delays or overlooking cases because they were missing follow-up alerts.

To improve efficiency next year, the Program will need to focus on completing modifications within 180 days. Clearly documenting the case with the correct modification case actions will improve staff's ability to do that successfully.

#### **D. Summary of Self-Assessment Results**

Oregon surpassed the required federal compliance benchmarks in all eight required program areas. Five categories showed an increase in efficiency from the prior review period, and three categories showed decreases. Prior years of Program efficiency rates by FSA category are displayed in Table 15 - Self-Assessment Results over Five Years, below.

**Table 15 - Self-Assessment Results over Five Years**

<b>Criterion</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Change from Previous Year</b>
Case Closure	97.06%	99.11%	99.40%	100%	97.24%	-2.76
Establishment	81.23%	84.02%	85.23%	77.87%	88.77%	+10.9
Enforcement	98.24%	96.81%	95.81%	94.23%	91.94%	-2.29
Disbursement	98.98%	98.04%	94.16%	91.52%	95.43%	+3.91
Medical	98.23%	99.62%	97.61%	95.52%	96.23%	+0.71
Review & Adjustment (Modification)	96.05%	96.37%	98.80%	94.44%	95.54%	+1.1
Intergovernmental	91.98%	91.10%	90.28%	89.79%	76.97%	-12.82
Expedited Process 6-month	94.93%	94.32%	95.72%	93.55%	93.23%	-0.32
Expedited Process 12-month	100.00%	99.10%	100.00%	97.54%	97.94%	+0.39

*(See also Appendix 1 – Tables and Figures (DM# 7261250), Table 15 - Self-Assessment Results over Five Years.)*

There were 2,271 cases manually reviewed by the analysts with 193 errors and 363 training opportunities (some cases illuminate more than one). The results of this year’s Self-Assessment show the most significant increased efficiency in Establishment with a 10.9 percentage point improvement over last year, the highest efficiency since 2010. Increased efficiencies were also realized for other program categories: Disbursement, Medical, Review and Adjustment (Modification), and Expedited Process (12-month). Focused work efforts by Program staff improved productivity and timeliness in Establishment actions. Stabilized staffing in the Receipting Unit throughout most of the review period increased disbursement efficiency by 3.9 percentage points.

Decreased efficiencies in the remaining categories varied, with Intergovernmental having the most substantial decrease when compared to the 2014 Self-Assessment. This lower efficiency is attributable to two factors: inconsistency in automated CSENet messages and workers not providing new information to the other jurisdiction timely. Smaller decreases occurred in Case Closure and Enforcement. Changes to case closure procedures had the most influence on the efficiency there. Enforcement efficiency has steadily declined over the last five years, dropping 6.3 percentage points since 2010. This year lack of case documentation was the cause of most of the errors in that category. The continued decay of the Program’s legacy child support computer system is also increasing the challenge each year to effectively enforce cases. There is a higher concentration of order cases in Oregon’s caseload than in past years, which is a positive characteristic but necessitates increased enforcement activities overall.

The underlying cause of most of the errors and training opportunities relates to inefficiencies in case coding and narratives. In some cases, the lack of correct coding caused an inability for the system to complete automated activities required to successfully meet the benchmark. The system is incapable of intuitive programming to alert the case manager of omitted coding or missed automated activities. This inability hinders the case manager from quickly identifying and manually correcting errors. This problem could continue to grow as we await implementation of the new system for Oregon. Emphasizing proficient case coding and clear narratives to document activity on the case is necessary to improve overall efficiency and prepare the Program for transition to a new child support system.

Over the next year, the Program also needs to focus on timely communication, specifically solicitation at case opening, requesting health care coverage information, and notifying the initiating and responding states when new information is available. To improve efficiency for the Intergovernmental category, changes to the automated system that sends out CSENet messages are critical. Absent a fix to that system, there is greater potential for the Program to fall short of the benchmark for that category in FFY 2016.

Overall, the Program exceeded the benchmark in every category. With a focus on improving case coding and documentation, the Program should be able to maintain or improve performance in several categories in the coming year.

## **IV. Program Service Enhancements**

### **A. Introduction to Program Service Enhancements**

Improving services to Oregon families is an ongoing commitment of the Oregon Child Support Program. Below are some examples of the creative and innovative ways the Program meets this commitment.

### **B. Discussion of Program Service Enhancements**

#### **Child Support Academy**

The Program's leadership realized that staff, while learning the specific tasks associated with their job assignments, could also benefit by having a grasp of the bigger picture and how they fit into the Program as a whole. In an effort to fulfill their learning needs and to facilitate networking within the Program, the Program launched the Child Support Program Academy in June 2015.

Academy sessions are provided three times a year and are a two-day overview of the Program designed to provide foundational child support knowledge to staff from all areas in the Program and the agency. Each academy hosts 24-30 attendees who receive an overview of the structure and workings of child support programs at the state and national levels and learn about the statutory underpinnings of the Program and the lawmaking process related to child support, including a history of the federal law that created the program. Sessions covering the work of delivering services to customers follow a single family through the life cycle of a case, enlightening attendees who may work in information technology or other areas more indirectly supporting service delivery and revealing how their work fits into the Program as a whole. In addition, Academy includes sessions on Program performance standards as well as ethics and customer service. Interactive sessions help participants form new working relationships with staff they might not otherwise meet.

The broad scope of Academy sets it apart from other trainings. Presentations are delivered by Program Senior and Executive management, providing attendees with an opportunity to meet and hear directly from Program leadership, including the IV-D Director. The Academy is designed to help create successful child support professionals by enabling attendees to grasp the bigger picture of child support work, and by instilling in them a sense of history, purpose, community, and belonging in the Child Support Program.

### **Alternative Payment Project – TouchPay Kiosks**

In January 2015, the Program expanded payment opportunities to customers through the implementation of TouchPay kiosks in six child support offices and one county courthouse. The TouchPay kiosks look similar to ATMs and are programmed to accept child support payments. Customers are required to provide case information and they can use any major credit card or cash to make payments for a minimal fee. Once a payment is made on a kiosk, it takes 48 hours or less for the Program to receive the money.

Prior to installing kiosks, in-person payments were primarily accepted at the central receipting office in Salem. This made it challenging for some customers to make payments, especially those who live outside the Salem area. Now customers can make payments in child support offices and courthouses geographically located in northwest Oregon, the mid-Willamette Valley, central Oregon, and southern Oregon. Additionally, when in court for a child support matter, the obligor can make immediate payments when ordered to do so.

The first payment was made on a kiosk in the Bend child support office the day kiosks were implemented. As of the end of the federal fiscal year 2015, 1,595 payments were made through the TouchPay kiosks, totaling \$296,920.45; 61% were cash, 25% were debit, and 14% were made using a credit card. The Program partnered with three county offices to provide child support payment services through their already existing kiosks in October 2015.

Making TouchPay kiosks available was just one more phase of a multi-faceted Alternative Payments Options Project focused on making it easier for those owing child support to make their payments. The project goal is to increase child support collections by providing easily accessible options that meet the needs of Oregon's customers.

### **iForms Project**

In 2014, the iForms Project was formed with two primary goals: to remove forms from an old version of a document-generation program called DocGen, and to enhance the end user's experience with document generation. Program employees were surveyed to provide input for development of the new program. Those results helped developers better understand what the employees needed and wanted out of the next forms-generation product. By October 2014 the project team had developed all the necessary requirements and the project developers were in the midst of building the new form-generation application, iForms.

For several months, Program employees participated in testing and piloting various forms within the iForms application. By February 2015, the general framework of the iForms database was in place and the first form was programmed. By September 2015, 17 of the most commonly used forms were moved out of DocGen and into the iForms application, and the new platform was launched.

The iForms application provides staff with a much more efficient and intuitive experience when generating forms compared to DocGen and other forms generation platforms used by the Program. Staff can edit text they enter into a document, they can preview a document at any stage when generating a form, they can easily add and delete forms for specific recipients or add recipients and additional addresses for recipients within a single session, and they can image documents from their desktop. These user enhancements are reducing the staff time required to generate necessary paperwork for managing their cases, allowing them to deploy their time to more high-value tasks. For example, staff

members send hundreds of Postmaster Letters each day, and what took about two minutes to generate in DocGen takes less than half that time within the iForms application.

Because the Program administers over 900 forms over various platforms, there is a search capability within the iForms application called “Where’s That Form” that lists where each form is located, whether the form has been translated into Spanish, and if it is a vital form. From “Where’s That Form,” Program employees can click on the form they need or use a quick-start, making form generation much more efficient for the end user.

Overall, generating forms within the iForms application is much faster and user-friendly. The forms released over the past year have helped staff’s efficiency with sending contact letters by providing them with an efficient method for sending enforcement and case closure forms.

### **Portfolio Management Project**

The Portfolio Management Project stemmed from the Program’s lack of technical infrastructure to support the Program’s portfolio of projects. The project was launched in the fall of 2013 and was wrapped up by the beginning of FFY 2015 when the web-based tool was launched, *Work Order Request Tracking Portal*. As a result, the Program standardized processes and created an environment that facilitates increased communication between cross-functional and technical teams.

The project provided a combination of software and process development to track and report project and work-order activities required for both federal reporting and guiding decisions at the business level for the Program. The tool makes visible the planned changes and repairs to the current system. This has improved coordination among technical teams and raised awareness for Program managers. As of September 2015, all Program staff are able to view work orders and their status instead of limiting that information to developers and business analysts.

Business processes developed as part of the project enabled the Program to improve the level of resource tracking for maintenance and enhancement efforts on CSEAS and other systems. For the first time in the Program’s history, the Program can provide initial impact response and track actual hours expended by all technical and business staff involved in supporting the automated system. This information is analyzed and reported, providing essential inputs to cost/benefit analyses that support prioritization and strategic planning processes for the Program management.

### **Child Attending School Interactive Forms on the Web**

The Program has offered online resources to its customers for the Child Attending School process for several years. In Oregon, children between the ages of 18 and 21 are required to provide school attendance information for support to be appropriately billed while the child attends school. (See Oregon Revised Statute 107.108 and Oregon Administrative Rule 137-055-5110.) Although the information on the website was valuable, improvements were needed to make it more user-friendly for Oregon’s customers. Additionally, customers had to complete required forms manually, often resulting in illegible or incomplete forms being returned. That problem resulted in the Child Attending School Team with too much time spent on processing paperwork and fielding a large volume of calls, preventing the Program from processing all Child Attending School work in a timely manner.

To address customers’ and business needs, the Program launched a complete redesign of the Child Attending School webpages in March 2015. The redesign simplified access to case information and

provided customers with an interactive forms process. All forms for children over 18 who are attending school are now completed in their entirety on the website. Once the customer has submitted a form, they receive an immediate email response acknowledging the submission and they are provided detailed information about the next steps required. This interactive process has eliminated mail processing and improved overall efficiency on the Team by nearly 50%. Less time is spent resending forms to customers due to incomplete or illegible information. Processing the form is also expedited because information is easily transferred by staff to the case record.

The time savings realized through the redesigned webpages and interactive forms process allow the Team to process documents faster and help more customers. The platform is helping the Program provide a new level of engagement and customer service to tech-savvy college students who are required to submit their school information to the Program. In general, customers find the new web pages user friendly and easy to understand, leading to less time spent completing forms and fewer phone calls requesting assistance.

### **Security Standards Compliance Project**

Recognizing the intersection of several information security-related needs and requirements, the Program formed a project team to address them simultaneously. This project enabled efficient use of resources, streamlined the approach, and prevented duplication of effort. The project focused on the Internal Revenue Service (IRS) Publication 1075 requirements for safeguarding and securing federal tax information, the Program's most recent audit report from the IRS, and the OCSE Security and Privacy Program requirements. The project is incomplete but will be wrapping up soon. Because Oregon's program is within the Department of Justice, there will be ongoing technical requirements as well as policy coordination remaining after this project is complete. Tracking will continue at that level.

Among the Project Team's numerous accomplishments are the development or revision of all the procedures and processes for handling sensitive information, and the development of role-based trainings that are now on a singular electronic platform for staff, partners, and vendors to utilize as required. Another significant effort has been moving to a "clean desk" environment in all child support offices. Many offices have already made the transition and the remainder will do so in the coming months. A future visit from the IRS will demonstrate marked improvements for Oregon's Program.

While these efforts do not directly correlate to the performance reviewed for the Self-Assessment report, they do serve to reduce the innate risk that comes with the performance of Oregon's core child support functions and serve to inform and protect staff and customers.

## **C. Summary of Program Service Enhancements**

The Oregon Child Support Program continues to use technology to enhance and expand services to both customers and staff. The Program is successfully meeting the federal benchmarks while also planning for and making changes in advance of implementing a new child support system.

## **VI. Conclusion**

Oregon surpassed the required federal compliance benchmarks in all eight program areas. Five categories showed an increase in efficiency from the prior review period, and three categories showed decreases. Because efficiencies were well above the federally established benchmarks, there is no corrective action plan associated with this year's self-assessment.

## **VII. The Paperwork Reduction Act of 1995**

Public reporting burden for this collection of information is estimated to average 4.0 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information.

## **VIII. Attachments**

### **A. Appendix 1: Tables and Figures**

- File size: 665 KB
- Uploaded on: March 23, 2016