

## **APPENDIX A**

**Child Support Partnership Structure  
Program Leadership Charter  
Child Support Program Structure**

**Michigan Child Support Program**

**DESCRIPTION & EXPLANATION  
OF  
PARTNERSHIP STRUCTURE**

**Updated June 25, 2003**

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## **DESCRIPTION & EXPLANATION OF PARTNERSHIP STRUCTURE**

One of the greatest challenges facing the Michigan child support program is that of offering cohesive, consistent and responsive services to customers. While all states struggle to reach this goal, Michigan's challenge is unique because child support services are provided not by a single agency but by a combination of agencies that report to different branches of government.

The agencies delivering child support services in Michigan have decided they can provide better service to customers by working in partnership. This document outlines a new approach to partnering and includes a description of partnering groups, estimates of resource needs and implementation strategies.

### **1.0 PURPOSE OF PARTNERSHIP**

Many partners are key to successful management of Michigan's child support program. Historically, coordination among the partners has been limited, which has had significant affect on the Friend of the Court (FOC) and the Prosecuting Attorney (PA) offices where staff members have first-hand knowledge of service delivery and are most affected by system and program changes.

The following new partnering approach is intended to transform history into positive, collaborative working relationships. It focuses all partners on the needs of children and families by building relationships and processes that:

- Foster collaborative program and system development enhancement;
- Drive program and system decision-making;
- Facilitate greater understanding and harmony among child support partners; and
- Provide more effective and efficient child support service delivery from all partners.

### **2.0 EXPECTED RESULTS**

Improved partnering will establish shared responsibility for the child support program's success. Following are some of the expected outcomes of establishing improved partnering in the child support program.

The Office of Child Support (OCS) will be able to:

- Obtain input from the all child support partners on:
  - Program changes and improvements;
  - System needs and enhancements; and
  - Program strategies and direction;
- Improve leadership and administration of the child support program;
- Enhance service delivery;
- Provide program leadership in identifying and directing system needs and enhancements; and
- Increase management and tracking of program and system changes for better application of resources and greater oversight.

The partners will be able to:

- Participate in the program and system decision-making process;
- Share responsibility for the success of the child support program;
- Provide input through a defined process to:
  - Program strategies and direction;
  - Program and policy changes and improvements; and
  - System needs, changes and enhancements; and
- Communicate needs and suggestions for the program.

The new approach to partnering will improve the program as a whole by:

- Increasing partner ownership, collaboration and communication for improving and executing the program;
- Facilitating consistent:
  - Application of program policies and directives;
  - Delivery of customer services throughout the state;
  - Provision of staff training; and
  - Dissemination of a uniform understanding of program goals and performance measures;
- Increasing opportunities for obtaining direct feedback from customers and program partners for program improvement; and
- Facilitating the best use of limited program and partner resources.

### **3.0 APPROACH**

The partners will establish new relationships by collaborating, communicating, building trust and providing opportunities for all partners at all levels — including the caseworker level — to participate in making decisions that impact the development and operation of the child support program.

The approach includes the following elements:

- Forming groups centered on common issues and/or topics;
- Ensuring broad partner representation on all groups;
- Facilitating participation of very small to very large counties from all areas of the state;
- Employing a disciplined approach to meeting coordination, facilitation and documentation;
- Using consensus as the preferred method of decision making;
- Building trust among the partners by implementing recommendations within the time and resource constraints of the budget and resources of the program;
- Setting partner expectations by defining the parameters and desired results of the groups prior to starting work;

- Implementing the groups in a systematic, organized and a hierarchical manner to ensure proper oversight and guidance are in place;
- Building upon the successes and lessons learned of all groups;
- Fostering the sharing of ideas and open communication;
- Employing subgroups to address specific time-consuming issues, when possible; and
- Reviewing of group status, activities, successes and issues by the partner program leadership on a regular basis and adjusting the partnering approach, as needed.

#### 4.0 PARTNER DESCRIPTIONS

Many partners support the child support program either directly or indirectly. The OCS Support Specialists, FOCs and PAs directly provide IV–D services. Other partners, such as the State Court Administrative Office (SCAO), Friends of the Court Association (FOCA) and the Prosecuting Attorneys Association of Michigan (PAAM), provide oversight, leadership and/or guidance to other partners in the program. Chart 4–1, *Partner Descriptions*, describes the partners and their respective roles in the child support program.

**Chart 4–1: Partner Descriptions**

<b>Partner</b>	<b>Description/Role</b>
Chief Circuit Judge(s)	The Chief Circuit Judge in each local circuit is responsible for: <ul style="list-style-type: none"> <li>• Administering local circuit court activities;</li> <li>• Supervising and directing local FOC activities; and</li> <li>• Entering into contracts with OCS for the delivery of child support services.</li> </ul>
Chief Justice of the Supreme Court	The Chief Justice is responsible for the planning, policy and administration of all courts and their agents, including FOC offices and SCAO.
Family Independence Agency (FIA)	The FIA is Michigan’s oversight agency for OCS. Additionally, programs within FIA are partners with OCS and exchange information to facilitate provision of services to their respective customers. <ul style="list-style-type: none"> <li>• IV–A: The Family Independence Program and Family Food Assistance Program provide financial, medical and food assistance to families and children in need. OCS and IV–A staff work closely together to serve families and children.</li> <li>• IV–E: The Children's Foster Care Services Program provides for children in foster care. OCS and IV–D staff work closely together to provide support for children in the foster care system.</li> </ul>
Friends of the Court (FOC)	The FOC are the operational arm of the circuit courts that provide enforcement and modification of child support orders for the IV–D program through a contract with the OCS.
Friend of the Court Association (FOCA)	FOCA is an association that represents the interests of the majority of FOCs. FOCA gathers input from its constituents and facilitates communication and program changes with OCS.

<b>Partner</b>	<b>Description/Role</b>
Michigan Judges Association (MJA)	MJA is an association that represents the majority of Michigan judges and plays an integral part in coordinating and facilitating judicial needs relative to the IV–D program.
Prosecuting Attorneys (PAs)	The county PAs contract with OCS to provide child support establishment services for the IV–D program.
Prosecuting Attorneys Association of Michigan (PAAM)	PAAM represents the interests of the majority of the PAs and plays an integral part in coordinating and facilitating the PAs’ program needs. PAAM gathers input from its constituents and facilitates communication with OCS.
Office of Child Support (OCS)	OCS is the agency designated by the Governor and authorized under Michigan’s IV–D State Plan to administer Michigan’s child support program. OCS directs all statewide work necessary to managing the program. OCS also supports units that provide delivery of some of the child support services, such as Support Specialist Units.
Supreme Court’s State Court Administrative Office (SCAO)	The SCAO is the statutorily authorized entity that provides model policies, procedures and guidelines for the FOCs. SCAO is the administrative arm of the Supreme Court responsible for implementing Supreme Court policies and directives.

The Department of Information Technology (DIT) supports the partners in their service–delivery roles. The agency is responsible for managing, planning, scheduling and delivery of child support system technology solutions and support.

## **5.0 PARTNERSHIP GOVERNANCE AND ORGANIZATION**

The work of the partnership is organized into a number of workgroups and teams that tie to major responsibilities of the child support program. Figure A, *Program Partnering Organization Chart*, (following this section) depicts the organizational structure and hierarchy of the various groups. Appendix A presents detailed information about the focus and staffing of each group.

The Governor, Chief Justice and Legislature each have a role to play in the child support program. The Legislature, with approval of the Governor, provides major public policy direction to the program within federal law and regulation.

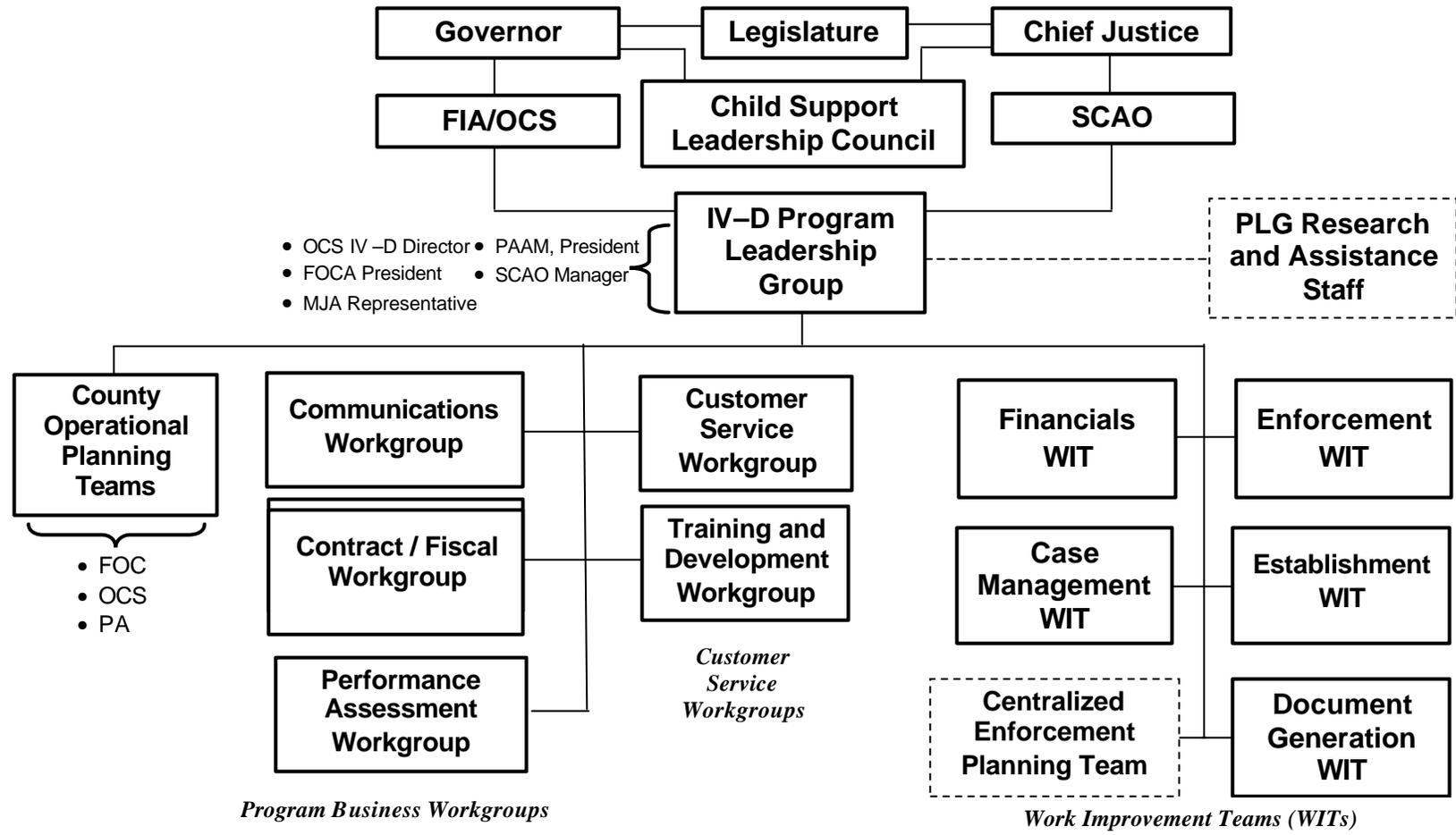
The Governor and the Chief Justice have jointly established the Child Support Leadership Council (CSLC) to provide recommendations on child support program goals and future directions. The Governor considers the CSLC’s advice in providing high–level strategic direction to FIA and OCS. Similarly, the Chief Justice uses CSLC input in directing the work of the SCAO/FOCs.

The Governor has officially designated OCS as the agency responsible for operating Michigan’s child support program under Title IV-D of the Social Security Act. Among duties prescribed by federal law and regulation, OCS must ensure that contracts with FOCs and PAs are in place to provide resources for operation of the program, the program has a statewide automated system and that policies and procedures are adopted and followed for all federally mandated features of the program.

FIA/OCS and SCAO/FOC have the legal authority and responsibility to develop program policy and oversee its implementation. Michigan law directs that the Judges, PAs and FOCs handle other specific programmatic responsibilities.

The program partners agreed to establish a IV-D Program Leadership Group to ensure full coordination of their responsibilities.

# Figure A: Program Partnering Organization Chart



- OCS IV –D Director
- PAAM, President
- FOCA President
- SCAO Manager
- MJA Representative

- FOC
- OCS
- PA

*Program Business Workgroups*

*Customer Service Workgroups*

*Work Improvement Teams (WITs)*

**Membership**  
 Except as noted for the IV –D Program Leadership Group and the County Operational Planning teams, representatives from the FOC, MiCSES, OCS, PA and SCAO are on each workgroup and team.

**Legend**  
 FOC – Friend of the Court  
 FOCA – Friend of the Court Association  
 MJA – Michigan Judges Association  
 OCS – Office of Child Support  
 PA – Prosecuting Attorney  
 PAAM – Prosecuting Attorneys Association of Michigan  
 SCAO – State Court Administrative Office  
 WIT – Work Improvement Team

## 5.1 PLG Leadership & Oversight

**IV–D Program Leadership Group** — The IV–D Program Leadership Group (PLG) is responsible for leading the work of the partnership. The OCS IV–D director, PAAM president, FOCA president, SCAO manager and a representative from the Michigan Judges Association (MJA) are the primary members of the PLG. Each organization has also designated an additional person to participate in the group.

This group develops operational strategies and guidance for the IV–D program based on program goals and:

- Recommendations from the Child Support Leadership Council that are advanced through the Governor and Chief Justice;
- Directives from the Governor, Chief Justice and Legislature through the FIA and SCAO; and
- Federal IV–D program requirements.

With meeting facilitation and administrative support provided by OCS' Administration Division – Planning/Evaluation & Administration Section, the PLG develops a charter for each of the workgroups and teams.

The PLG assigns initiatives and tasks to the Program Business Administration Workgroups, Child Support Service Workgroups and the Work Improvement Teams (WITs). On behalf of the PLG, the OCS deputy director coordinates the routine operations of Program Business Administration Workgroups and the Customer Services Workgroup. The OCS Program Development Division director coordinates the routine operations of the WITs and the Training and Development Workgroup.

The PLG provides oversight of the program's policy development, process improvement efforts and prioritization of system enhancements. Additionally, the PLG facilitates development of County Operational Plans by the County Operational Planning Teams.

### 5.1.1 PLG Responsibilities

As leader of the partnership, the PLG:

- Decides the governance structure for the partnership;
- Charters groups to carry out activities of the partnership;
- Assigns work to chartered groups;
- Sets policy and program direction for Michigan's child support program;
- Establishes system and program (policy and process improvement) goals and criteria;
- Receives recommendations from the various groups;
- Decides system priorities and forwards them through the appropriate channels for implementation;
- Decides program enhancements (policy and process improvement) and forwards them through the appropriate channels for implementation; and
- Facilitates development of county operational plans by the County Operational Planning Teams.

### 5.1.2 PLG Member Roles & Responsibility

Chart 5–1 identifies the PLG members and their roles and responsibilities.

**Chart 5–1: PLG Roles and Responsibilities**

<b>Members/ Role</b>	<b>Member Responsibilities</b>
<b>Chairperson</b> — Rotates Quarterly Among the Primary Members	<ul style="list-style-type: none"> <li>• Chair meetings and participate as a member of the group</li> </ul>
<b>Primary Members</b> — FOCA President, MJA Representative, OCS Director, PAAM President, SCAO Manager	<ul style="list-style-type: none"> <li>• Participate as a member of the group</li> <li>• Represent member offices/staff</li> <li>• Strive for consensus to achieve the group’s mission and fulfill charter by seeking to advance the best interests of the Michigan child support program and the families served</li> </ul>
<b>Additional Members</b> — FOCA, MJA, OCS, PAAM and SCAO	<ul style="list-style-type: none"> <li>• Represent primary member and fulfill primary member’s responsibilities when primary member is unable to attend and so designates</li> <li>• Attend any/all meetings at partner organization discretion to stay abreast of matters of concern before the PLG</li> <li>• Strive for consensus to achieve the group’s mission and fulfill charter by seeking to advance the best interests of the Michigan child support program and the families served</li> </ul>
<b>Meeting Planning and Support Staff</b> — OCS Administration Division – Planning/Evaluation & Administration Section	<ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Maintain calendar of meetings and issue meeting notices</li> <li>• Coordinate conference call logistics</li> <li>• Develop and distribute meeting agenda</li> <li>• Schedule presenters and group representatives, as requested</li> <li>• Maintain and track action items</li> <li>• Facilitate (maintain neutrality) brainstorming, decision-making, and related processes upon request</li> </ul>
<b>Scribe</b> — OCS Administration Division – Planning/ Evaluation & Administration Section	<ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Produce and distribute meeting summaries being sure to capture ideas, discussions, decisions and issues</li> <li>• Record workgroup/team assignments and PLG action items</li> <li>• Prior to meetings, collect and distribute materials the group needs for review and discussion</li> <li>• Secure meeting facilities</li> <li>• Maintain workgroup and team roster and contact information</li> <li>• Support administrative needs of the group</li> </ul>
<b>PLG Research and Assistance Staff</b> — (TBD)	<p>At the PLG’s request:</p> <ul style="list-style-type: none"> <li>• Attend meetings</li> <li>• Research and analyze system and program enhancement issues and provide additional documentation</li> </ul>

### 5.1.3 PLG Administration

The PLG delegates responsibility for the routine operations of the WITs and the Training and Development Workgroup to the director of the OCS Program Development Division and delegates responsibility for the routine operations of the Performance Assessment, Contract Procurement and Financial Management and the Customer Services workgroups to the OCS deputy director.

The PLG Research and Assistance staff provide assistance to the PLG upon request. The assistance may include organizing and summarizing recommendations from the workgroups and teams, researching and analyzing system enhancement issues and providing additional documentation. This group's representation is from FOCs, OCS, PAs and SCAO as assigned by the PLG. The OCS Program Development Division provides meeting support for this group, as needed.

#### PLG Processes

The PLG uses the following process/steps to make decisions on the child support program:

- Establish and affirm program goals;
- Develop criteria based on the program goals to evaluate program strategies and recommendations (including recommendations for system enhancements);
- Review recommendations advanced by workgroups and WITs;
- Invite presentations by WIT and workgroup representatives as needed;
- Request additional analysis and information from PLG Research and Assistance Staff as needed;
- Evaluate recommendations against pre-determined criteria;
- Reach consensus in selecting program enhancement strategies for implementation; and
- Assign program enhancements to appropriate group for planning and implementation.

## 5.2 Work Improvement Teams and Workgroups

**Work Improvement Teams** — The Work Improvement Teams (WITs) engage the expertise of all partners in designing, implementing and improving child support services to customers. WITs focus on:

- The program areas that affect child support service delivery to families and children;
- How the partners do the child support work; and
- How to improve the work and service delivery processes.

With PLG guidance and oversight, the OCS Program Development Division director provides the routine coordination of the WITs. The WITs support the four following program areas: case management, enforcement, establishment and financials. Two additional groups are included in the WIT structure: a WIT for supporting document generation across the various program functions and a temporary team authorized by MCL 400.240, Sec. 10 to recommend centralization of some enforcement remedies.

The Policy Team Lead from the appropriate program area of OCS' Program Development Division-Policy Section is a co-lead for each WIT. A partner representative is the other co-lead as follows: The Establishment WIT co-lead is from the PAs; the Enforcement, Document Generation, Financials and Case Management WIT co-leads are from the SCAO.

Each team includes subject-matter experts from the FOC, PA, SCAO, MiCSES and OCS. Some of the WITs have additional subject matter experts from the State Disbursement Unit (SDU). In addition, staff members representing FIA IV-A, IV-E and audit programs participate in WIT discussions when their subject matter expertise is required to form a comprehensive recommendation. Finally, the OCS Program Development Division provides both a meeting facilitator for each WIT and a staff member to assist with administrative needs.

The WITs provide broad-based input to, and development of, various program functions, including:

- Policy;
- Business requirements;
- Process improvement;
- User acceptance testing participation, design and protocol approval;
- System document review; and
- System enhancement analysis and recommendations.

Each WIT selects a member to report to the PLG and to be the conduit for WIT issues and concerns.

**Child Support Service Workgroups** — The Customer Service Workgroup and the Training and Development Workgroup focus on improving the way the program as a whole delivers child support services.

The Training Section Manager of the OCS Program Development Division leads the Training and Development Workgroup. A senior member of the OCS Operations Division-Case Management Section leads the Customer Services Workgroup. Members come from the FOC, PA, SCAO, MiCSES and OCS. A representative from the Michigan Judicial Institute participates in the Training and Development Workgroup. In addition, FIA staff members representing IV-A and/or IV-E participate in workgroup discussions when IV-A and IV-E subject matter expertise is required to form a comprehensive recommendation. The OCS Program Development Division provides staff to assist with the administrative needs of the workgroup and upon request, a meeting facilitator.

The Child Support Service Workgroups provide continuing analysis and recommendations for improving fundamental program services that cut across the child support program, including:

- Assessments, analyses and prioritization of staff training and development needs;
- Inventories of available training;
- Surveys of customer satisfaction;
- Program training curriculum design, development and evaluation;
- Recommendations to the PLG of strategies for addressing customer service issues; and
- Monitoring of staff development and customer service needs.

**Program Business Administration Workgroups** — The Communications, Contract/Fiscal, and the Performance Assessment workgroups represent three areas of the program’s business administration.

Members come from OCS, FOC, PAs and the SCAO. OCS staff members lead the groups. Technical, FIA and audit programs subject–matter experts support the workgroups, as needed. OCS provides support staff for each workgroup to assist with the administrative needs and, upon request, provides a meeting facilitator.

With PLG guidance and oversight, and routine direction from the OCS IV–D deputy director, the workgroups provide recommendations for direction and improvements to the program’s business administration. The workgroups provide broad–based input to, and development of, various business processes, including:

- Internal program communication methods, protocols and processes;
- Contracts and interagency agreements;
- Budgetary resources, invoices and budget monitoring; and
- Management data for FOCs, PAs and Support Specialists.

**County Operational Teams** — Many counties have established teams to develop operational plans, including incentive–based performance objectives and strategies for FY 2003. Membership included representatives from FOC, PAs and OCS. The PLG anticipates that all counties will use County Operational Teams to establish (or refresh) local operational plans. The PLG will provide guidance and oversight of these teams. Future cooperative reimbursement agreements will reflect these planning responsibilities and consider the resources needed to support both local planning and implementation of strategies. As with other groups, OCS will provide support staff to assist with the administrative needs and will recruit volunteer facilitators for each team.

County operational planning teams contribute to the achievement of statewide goals and objectives by:

- Reviewing local performance and identifying improvement opportunities;
- Setting local performance objectives;
- Identifying factors contributing to performance gaps;
- Brainstorming, evaluating and selecting local strategies to achieve performance objectives;

- Implementing strategies and monitoring progress; and
- Ensuring members of the community, including customers of the child support program, participate in local planning efforts.

### 5.2.1 WIT and Workgroup Roles and Responsibilities

Chart 5–2 outlines the WIT and workgroup members’ roles and responsibilities.

**Chart 5–2: WIT and Workgroup Roles and Responsibilities**

Role	Responsibilities
<b>Members</b>	
Lead and/or Co-leads	<ul style="list-style-type: none"> <li>• Participate as a member(s) of the group</li> <li>• Provide guiding information to help direct the group and create a sense of urgency to accomplish objectives</li> <li>• Clarify organizational constraints and explain how the group’s work and decisions will affect, and be integrated into, the work of the entire program</li> <li>• Ensure that work that must be done outside of the group setting, such as research in preparation for group discussion, is completed</li> <li>• Encourage and model collaboration and team work</li> <li>• Maintain work plan and schedule</li> </ul>
FOC Representatives	<ul style="list-style-type: none"> <li>• Participate as a member of the group</li> <li>• Represent all FOC offices and staffing levels</li> <li>• Work with SCAO representative to gather input from all county FOCs; ensure county input is presented to the group</li> <li>• Strive for consensus to achieve the group’s mission and goals</li> </ul>
MiCSES Representatives	<ul style="list-style-type: none"> <li>• Participate as a member of the group</li> <li>• Represent the system perspective</li> <li>• Gather effort estimates and potential impacts for system enhancements; ensure system input is presented to the group</li> <li>• Strive for consensus to achieve the group’s mission and goals</li> </ul>
PA Representatives	<ul style="list-style-type: none"> <li>• Participate as a member of the group</li> <li>• Represent all PA offices and staffing levels</li> <li>• Gather input from other PAs; ensure PA input is presented to the group</li> <li>• Strive for consensus to achieve the group’s mission and goals</li> </ul>
OCS Representatives	<ul style="list-style-type: none"> <li>• Participate as a member of the group</li> <li>• Represent OCS perspectives</li> <li>• Gather input from other OCS divisions and staff; ensure OCS input is presented to the group</li> <li>• Provide research, document preparation and other support for group activities</li> <li>• Based on group input, prepare group recommendations report for PLG</li> <li>• Strive for consensus to achieve the group’s mission and goals</li> </ul>

<b>Role</b>	<b>Responsibilities</b>
PLG Reporter (Selected by the group)	<ul style="list-style-type: none"> <li>• Upon request attend PLG meetings; report group recommendations; provide answers to questions and present group issues and concerns</li> <li>• Provide feedback to group on PLG meeting discussions</li> </ul>
SCAO Representatives	<ul style="list-style-type: none"> <li>• Participate as a member of the group</li> <li>• Represent SCAO and FOC offices</li> <li>• Work with FOC representative to gather input from all county FOCs; ensure FOC input is presented to the group</li> <li>• Strive for consensus to achieve the group's mission and goals</li> </ul>
<b>Support</b>	
Facilitator	<ul style="list-style-type: none"> <li>• Attend meeting and concentrate on the group processes, rather than being a content expert</li> <li>• Ensure all members participate</li> <li>• Regulate discussion "traffic"; help group maintain focus</li> <li>• Suggest process alternatives; guide meeting using process selected or modified by the group</li> <li>• Summarize key agreements and decisions</li> </ul>
Scribe/Planner	<ul style="list-style-type: none"> <li>• Attend meeting and concentrate on documenting the meeting</li> <li>• Prepare agenda based on group work plan and direction</li> <li>• Secure meeting facilities; send out meeting information</li> <li>• Collect and distribute group supporting materials prior to meetings</li> <li>• Record meeting discussion, capturing basic ideas, discussions, decisions, issues and assignments; compile and distribute meeting summaries</li> <li>• Keep the Program and Workgroup Calendar on <i>mi-support</i> up to date</li> <li>• Maintain workgroup and team roster and contact information</li> <li>• Support all administrative needs of the group</li> <li>• Receive system enhancement requests through Remedy (WITs only)</li> </ul>

### 5.2.2 WIT and Workgroup Processes

Workgroups and WITs follow this process for completing assignments from the PLG:

- Receive assignments and tasks from PLG;
- Develop work plan and schedule for carrying out assignments/initiatives;
- Submit work plan to PLG;
- Follow work plan and schedule;
- Communicate with constituencies to gain partner input to assignments/initiatives;
- Inform PLG of major changes in approach or work plan;
- Obtain PLG endorsement for major initiatives, such as statewide surveys;
- Report quarterly to PLG (or on a more frequent basis, if requested);
- Upon completion of task and/or recommendations and work product, prepare final report to PLG; and
- For workgroups (not WITs), determine need to continue meeting based on PLG direction.

### Suggestion for Initiatives from Group to PLG

In the course of its normal work activities, a group may identify an initiative it would like the PLG to consider. When this occurs, the group:

- Documents its suggestions for tasks or initiatives as a part of the quarterly report or as a separate report; and
- Provides recommendations on the scope of the suggestion (e.g., Is it something the group can take on or should the PLG reassign it to another group?).

### Communication

Because cross-functional communication is essential to the partnership's success, each group will develop processes to support its communication needs.

To facilitate communication among groups and partner constituencies, OCS is developing an area on the *mi-support* Intranet website. Each group will have an area for posting agendas, meeting summaries, work plans, assignments, recommendations and any other group-specific data. Additionally, as the members of each group are responsible for representing the needs of their constituencies statewide, OCS is exploring a means and process for gathering constituency input through the Intranet.

OCS has developed a Program and Workgroup Calendar on the *mi-support* Intranet website. This calendar will show all group meeting dates, times and places. OCS lead representatives and support staff have access to the calendar to add, change or delete meeting data.

The PLG provides overall guidance and oversight for the groups and has final approval authority for recommendations for both program and system enhancements. Workgroups and WITs report quarterly to the PLG with their recommendations and progress on assigned tasks.

## **6.0 IMPLEMENTATION PLAN**

Several groups are already formed and meeting on a regular basis. Further group implementation will build upon the successes and lessons learned from these existing groups. Following are high-level summaries on the existing groups. Appendix A provides further details of the groups.

- 1) IV-D Program Leadership Group — The PLG is responsible for overseeing the execution of statewide strategies and directives, synchronizing the implementation activities of the agencies and partners supporting the child support program and coordinating the efforts of program improvement workgroups and work improvement teams. The PLG held its first official meeting in November 2002. Since that time, the group has met on the second and fourth Monday of each month, conducting one monthly meeting face-to-face and the other by teleconference. Activities to date have included:
  - Development of charters for the Performance Assessment, Customer Service, Centralized Enforcement Planning and Training and Development workgroups;
  - Review and approval of the needs assessment and training resources inventory surveys;

- Identification and discussion of hot topics related to system conversion and other interagency concerns; and
  - Input and guidance into the development of the partnering structure and approach.
- 2) Performance Assessment Workgroup — This workgroup has been meeting monthly since February 2002. The group has focused on addressing data–quality issues affecting current reports and identifying management data needed on future reports.
  - 3) Training and Development Workgroup — This workgroup has been meeting on a regular basis approximately once a month since June 2002. The group recently expanded to include all partners and to formalize the group into the partnering structure. Major activities to date have included oversight of:
    - Process improvement and facilitation training design, development and presentation;
    - Inventory of training resources; and
    - Assessment of program training needs.
  - 4) Customer Service Workgroup — This workgroup has been meeting regularly since November 2001. The group’s early focus was on designing and administering a survey to assess customer satisfaction with the child support program. Both in–person and telephonic meetings of the group revolved around the survey project. After losing three OCS members, the group reconstituted in March 2003 and is now developing an analysis of the survey findings and drafting recommendations for modifications to customer service delivery. The group will present recommendations to the PLG and will continue to monitor, assess and, where needed, further modify approaches to customer service as the child support program continues to change.
  - 5) County Operational Planning Teams — Teams from 30 counties met in the summer of 2002 and developed operational plans for FY 2003. The plans included performance objectives and strategies. Most teams selected one or more incentive factors that could improve local performance, identified strategies for improving performance and determined the action steps (and responsible parties) to carry out the strategies.
  - 6) Centralized Enforcement Planning Team — This temporary team has been meeting regularly since January 2003 as authorized by MCL 400.240, Sec. 10, which requires the program to form recommendations for centralization of enforcement remedies.

### **6.1 Program Partnering Kickoff Meeting**

In July of 2003 OCS is sponsoring a Kickoff Meeting in Lansing with participation by all group members. The meeting will begin with a general session where leadership from FOCA, OCS, PAAM and SCAO outline each group and its focus and the assignments and expectations for partnering. The groups will then break out into individual groups and develop work plans, meeting schedules, processes and communication protocols. The WITs will meet again the following day to obtain further guidance in system enhancement criteria and analysis.

### **7.0 RESOURCE NEEDS AND TIME COMMITMENTS**

Successful partnering of this magnitude requires a substantial number of talented and committed people to support the effort. To ensure broad–based input from all areas of the program, the

groups require members from each of the partners. Each group has a specific focus and membership is defined to meet the objectives of that group. Although some groups have already formed and currently have members identified and allocated, many groups remain to be staffed and will require the partners to identify members from their organization to participate in the groups.

### **7.1 WIT and Workgroup Support**

To lessen the impact on the program partners, OCS will provide the administrative support for the various groups to operate. This includes providing a lead, a facilitator and a scribe/planner for most groups. Additionally, OCS staff will have the responsibility for researching, gathering and disseminating materials the groups will need to assist them in developing their recommendations.

### **7.2 WIT and Workgroup Time Commitment**

Establishing and sustaining this number of groups require a large number of members who can commit sufficient time to participate fully in the groups. The time required to support the groups will vary depending on the scope of the assigned task. Each member, with the exception of the OCS support staff, can expect to devote an average of eight hours per month to the partnering and group efforts. There are some mitigating strategies for decreasing the impact on members' primary work assignments. These include:

- Forming a sub–group to deal with a time–consuming issue and then sharing the results with the larger team;
- Using meeting avenues other than face–to–face, such as a telephone conference, list serve, newsgroup or Internet chat room; and
- Ensuring there are sufficient support staff to develop the materials for the group, thus lessening the impact on the members' normal work duties and time. As previously noted, OCS is committing dedicated staff to support the various groups.

### **7.3 WIT and Workgroup Staffing**

Chart 7–1, *Resource Needs*, shows the optimum staffing numbers for the groups.

The staffing for the following groups is not shown on the chart:

- County Operational Planning Teams because these teams are county–specific;
- PLG as it is already defined and operational; and
- Centralized Enforcement Planning Team because MCL 400.240, Sec. 10 defines the membership.

**Chart 7–1: Resource Needs**

	FOC	PA	SCAO	MiCSES	OCS Director's Office	OCS Administration Div.– Planning/Evaluation & Admin.	OCS Administration Div.– Financial Management	OCS Operations Division– Contract Services	OCS Operations Division– Case Management	OCS Operations Division– Centralized Operations	OCS Program Development Div.–Policy Section	OCS Program Development Div.–Training Section	OCS State Disbursement Unit	Other	Group Totals	OCS Meeting Support
<b>Case Management WIT</b>	3	3	1	1	0	0	0	0	2	1	2	1	1	0	<b>15</b>	2
<b>Communications Workgroup</b>	2	2	1	1	1	0	0	1	2	0	1	0	1	0	<b>12</b>	1
<b>Contract/Fiscal Workgroup</b>	2	3	1	1	0	0	2	3	0	0	2	0	1	0	<b>15</b>	2
<b>Customer Service Workgroup</b>	2	2	1	1	0	0	0	0	4	1	1	1	1	0	<b>14</b>	1
<b>Document Generation WIT</b>	3	3	1	1	0	0	0	0	2	0	2	1	1	0	<b>14</b>	2
<b>Enforcement WIT</b>	5	1	1	1	0	0	0	0	1	0	2	1	1	0	<b>13</b>	2
<b>Establishment WIT</b>	1	4	1	1	0	0	0	0	2	1	2	1	0	0	<b>13</b>	2
<b>Financials WIT</b>	4	1	1	1	0	0	0	0	1	1	2	1	1	0	<b>13</b>	2
<b>Performance Assessment Workgroup</b>	8	4	1	1	0	2	0	1	1	0	1	0	0	2	<b>20</b>	2
<b>Training and Development Workgroup</b>	2	2	1	4	1	0	0	1	2	0	2	1	1	1	<b>18</b>	2
<b>Representative Totals</b>	<b>32</b>	<b>25</b>	<b>10</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>17</b>	<b>4</b>	<b>17</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>147</b>	<b>18</b>

#### 7.4 Recruitment

The PLG is committed to reaching out to all members of the partner organizations for inclusion in groups and to providing the staff to support the recruiting effort. The PLG is using various venues and publications to create awareness and enthusiasm and to obtain group volunteers.

Some of the venues are meetings and/or conferences of the PLG, FOCA, FOC User Group, Michigan Family Support Council and PAAM. The publications include the *mi-support* Intranet website and broadcast email.

As recruiting takes place, FOCA, OCS, PAAM and SCAO will consider the desired outcome of the groups (partnering and team work) and the personal characteristics that are needed to achieve the outcomes in a group setting. Based on these factors, the PLG will identify the persons to represent their respective organization on each group. Group members should be persons from various child support program areas who:

- Have in–depth experience in one or more child support program area;
- Are comfortable working in a team environment and making decisions by consensus;

- Enjoy exploring ideas and developing creative solutions;
- Have a strong desire to help families and improve the child support program; and
- Are able to commit approximately eight hours per month to group–related activities for a minimum of one year.

To ensure broad–based input, representatives from counties of all sizes — very small to very large — are needed. Additionally, management and caseworker staff–level representatives are essential to providing the partnering process with comprehensive input.

## 8.0 TRAINING

OCS has developed specialized training for WIT participants to provide them with the skills and tools necessary to carry out their missions and goals, which will ultimately lead to continuous improvement in the way child support work is performed and add value in meeting, and even exceeding, customer needs and expectations.

**System and Program Enhancement Analysis:** As a part of the July Kickoff Meeting, WIT members will receive training in how to analyze enhancement requests using the criteria developed by the PLG.

**Process Improvement Training:** OCS will provide process improvement training to develop participants' skills in implementing improved processes, resulting in improved program performance.

**Group Facilitation Training:** OCS has developed a course on group facilitation. All the group facilitators from OCS will receive this training to ensure they have the required skills and that meeting facilitation occurs in a consistent manner. As the groups become operational, OCS intends to offer this course to partners.

## 9.0 ASSUMPTIONS AND CONSTRAINTS

To achieve a full partnership and a successful collaborative approach to program and system development, the partnering approach factors the following assumptions and constraints into this effort:

### 9.1 Assumptions

- OCS has sufficient staff to support the administrative requirements of supporting 13–plus groups (i.e., facilitators, scribes/planners and other support staff).
- OCS has trained staff to lead and support the teams and workgroups.
- OCS has sufficient budget to provide the administrative tools to support the groups (i.e., flip charts, conference phones, office supplies, etc.).
- OCS will establish alternative methods for conducting meetings (i.e., teleconference, video conferencing and web meetings).

- OCS will develop a robust communication method for disseminating group status and activities and for gaining input from other interested parties.
- Partners will adopt and embrace the new partnering approach for program and system development.
- Partners will provide sufficient members for the various groups to ensure broad-based representation.
- Partners will provide sufficient travel budgets to support required travel to meeting sites, when face-to-face meetings are scheduled.
- The partners will agree to a minimal number of face-to-face meetings to assist in creating cohesive teams and to provide opportunities for team building.
- All workgroup and team members will have access to the *mi-support* Intranet web site.

## 9.2 Constraints

- Historical issues among partners may be difficult to overcome.
- Training of new OCS staff is time consuming and impacts the group implementation timeframes.
- Many partner representatives are located a long distance from Lansing, thus limiting their ability to participate in face-to-face meetings.
- The program focus is currently on MiCSES 2.4 rollout. The resources needed to ensure successful implementation of this statewide system requires system staff to devote full-time support to the effort. This limits the availability of system staff to participate in some or all of the groups.
- MiCSES 2.4 is on a very fast track and the ability for partner input is limited. This may affect partnership confidence in the new partnering approach.

# **Appendix A**

## **Workgroup and Team Details**

The following chart outlines the focus, tasks and assignments, coordination and participant representation for the groups.

<b>Group</b>	<b>Information</b>	<b>Participants</b>
IV-D Program Leadership Group	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Identify program strategic priorities</li> <li>• Identify program risks and mitigation strategies</li> <li>• Determine assignments for workgroups and WITs</li> <li>• Assist with recruiting group participants</li> <li>• Identify program issues and assign to groups</li> <li>• Receive and review group updates</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Meet on the second and fourth Monday of each month</li> </ul>	<p><u>Chairperson</u></p> <ul style="list-style-type: none"> <li>• Rotates on a quarterly basis</li> </ul> <p><u>Primary Members</u></p> <ul style="list-style-type: none"> <li>• (1) FOCA President</li> <li>• (1) MJA Representative</li> <li>• (1) OCS Director</li> <li>• (1) PAAM President</li> <li>• (1) SCAO</li> </ul> <p><u>Additional Members</u></p> <ul style="list-style-type: none"> <li>• (1) FOCA</li> <li>• (1) MJA Representative</li> <li>• (1) PAAM</li> <li>• (1) SCAO</li> <li>• (1) OCS IV-D Deputy Director</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Members of the OCS Administration Division– Planning/Evaluation &amp; Administration Section</li> </ul>
Case Management WIT	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Review and analyze system enhancement requests that are case management related; provide recommendations to the PLG</li> <li>• Provide process improvement for case management processes</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to the PLG</li> <li>• Routine direction from the OCS Program Development Division Director</li> <li>• Meet twice per month or more frequently, if needed</li> </ul>	<p><u>Co-Leads</u></p> <ul style="list-style-type: none"> <li>• Case Management Team Lead from OCS Program Development Division– Policy Section</li> <li>• Representative from SCAO</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (3) Representatives from FOC</li> <li>• (3) Representatives from PA</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (3) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Training Analyst from OCS Program Development Division–Training Section</li> <li>• (1) Case Management Policy Analyst from OCS Program Development Division–Policy Section</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Development Division</li> <li>• Scribe/Planner from OCS Program Development Division–Policy Section</li> </ul>
Communications Workgroup	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Develop methods, protocols and processes for internal communications among the program partners and for the groups</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to PLG</li> </ul>	<p><u>Lead</u></p> <ul style="list-style-type: none"> <li>• Communications Associate from OCS Program Development Division</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (2) Representatives from FOC</li> <li>• (2) Representatives from PA</li> </ul>

Group	Information	Participants
	<ul style="list-style-type: none"> <li>• Routine direction from OCS Deputy Director</li> <li>• Meet on a regular basis as determined by the group</li> </ul>	<ul style="list-style-type: none"> <li>• (1) Representative from SCAO</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (1) Information Coordinator from OCS Director's Office</li> <li>• (1) Representative from OCS Administration Division–Contract Services Section</li> <li>• (2) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Representative from OCS Program Development Division</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Communication Associate from OCS Program Development Division</li> </ul>
Contract/Fiscal Workgroup	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Develop or enhance procedures to initiate, renew, and execute contracts and interagency agreements</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to PLG</li> <li>• Routine direction from OCS Deputy Director</li> <li>• Meet on a regular basis as determined by the group</li> </ul>	<p><u>Lead</u></p> <ul style="list-style-type: none"> <li>• Senior Member of OCS Administration Division–Contract Services Section</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (2) Representatives from FOC</li> <li>• (2) Representatives from PA</li> <li>• (1) Representative from SCAO</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (2) Representatives from OCS Operations Division–Contract Services Section</li> <li>• (2) Representative from OCS Administration–Financial Management Section</li> <li>• (1) Representative from OCS Program Development Division–Policy Section</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Administration Division , as needed</li> <li>• Scribe/Planner from OCS Administration Division–Contract Services Section</li> </ul>
County Operational Teams	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Develop local operational plans that support statewide goals, including local performance objectives and strategies for the upcoming year</li> <li>• Operational planning included as a provision within cooperative reimbursement contracts</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Oversight by the PLG</li> <li>• Meet annually to develop or refresh plan</li> <li>• Meet quarterly to monitor progress and adjust plan, as necessary</li> </ul>	<p><u>Lead</u></p> <ul style="list-style-type: none"> <li>• Analysts from OCS Administration Division–Planning/Evaluation &amp; Administration Section</li> </ul> <p><u>Members</u> (for each county or region)</p> <ul style="list-style-type: none"> <li>• FOC</li> <li>• OCS (District Managers)</li> <li>• PA</li> </ul> <p><u>Facilitator</u></p> <ul style="list-style-type: none"> <li>• Contract Managers assigned to county from the OCS Operations Division–Contract Services Section</li> </ul>

<b>Group</b>	<b>Information</b>	<b>Participants</b>
Customer Service Workgroup	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Monitor customer service delivery</li> <li>• Recommend improvements to customer service processes</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to PLG</li> <li>• Routine direction from OCS Deputy Director</li> <li>• Meet on a regular basis as determined by the group</li> </ul>	<p><u>Co-Leads</u></p> <ul style="list-style-type: none"> <li>• Senior Member of the OCS Operations Division–Case Management Section</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (2) Representatives from FOC</li> <li>• (2) Representatives from PA</li> <li>• (1) Representative from SCAO</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (3) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Representative from OCS Operations Division–Central Operations Section</li> <li>• (1) Representative from OCS Program Development Division–Training Section</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Development Division, as needed</li> <li>• Scribe/Planner from OCS Program Development Division</li> </ul>
Document Generation WIT	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Review and analyze system enhancement requests that are related to document generation; provide recommendations to the PLG</li> <li>• Provide process improvement for document generation processes</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to the PLG</li> <li>• Routine direction from the OCS Program Development Division Director</li> <li>• Meet twice per month or more frequently, if needed</li> </ul>	<p><u>Co-Leads</u></p> <ul style="list-style-type: none"> <li>• Team Lead from OCS Program Development Division–Policy Section</li> <li>• Representative from SCAO</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (3) Representatives from FOC</li> <li>• (3) Representatives from PA</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (2) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Training Analyst from OCS Program Development Division–Training Section</li> <li>• (1) Representative from OCS Program Development Division–Policy Section</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Development Division</li> <li>• Scribe/Planner from OCS Program Development Division</li> </ul>
Enforcement WIT	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Review and analyze system enhancement requests that are enforcement related; provide recommendations to the PLG</li> <li>• Provide process improvement for enforcement processes</li> </ul>	<p><u>Co-Leads</u></p> <ul style="list-style-type: none"> <li>• Enforcement Team Lead from OCS Program Development Division–Policy Section</li> <li>• Representative from SCAO</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (5) Representatives from FOC</li> <li>• (1) Representative from PA</li> </ul>

Group	Information	Participants
	<p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to the PLG</li> <li>• Meet twice per month or more frequently, if needed</li> </ul>	<ul style="list-style-type: none"> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (1) Representative from OCS Operations Division–Case Management Section</li> <li>• (1) Training Analyst from OCS Program Development Division–Training Section</li> <li>• (1) Enforcement Policy Analyst from OCS Program Development Division–Policy Section</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Development Division</li> <li>• Scribe/Planner from OCS Program Development Division</li> </ul>
Establishment WIT	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Review and analyze system enhancement requests that are establishment related; provide recommendations to the PLG</li> <li>• Provide process improvement for establishment processes</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to the PLG</li> <li>• Routine direction from the OCS Program Development Division Director</li> <li>• Meet twice per month or more frequently, if needed</li> </ul>	<p><u>Co–Leads</u></p> <ul style="list-style-type: none"> <li>• Establishment Team Lead from OCS Program Development Division–Policy Section</li> <li>• Representative from the PA</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (1) Representative from FOC</li> <li>• (3) Representatives from PA</li> <li>• (1) Representative from SCAO</li> <li>• (1) Representative from MiCSES</li> <li>• (3) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Training Analyst from OCS Program Development Division–Training Section</li> <li>• (1) Establishment Policy Analyst from OCS Program Development Division–Policy Section</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Dev. Division</li> <li>• Scribe/Planner from OCS Program Development Division</li> </ul>
Financials WIT	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Review and analyze system enhancement requests that are financial related; provide recommendations to the PLG</li> <li>• Provide process improvement for financial processes</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to the PLG</li> <li>• Routine direction from the OCS Program Development Division Director</li> <li>• Meet twice per month</li> </ul>	<p><u>Co–Leads</u></p> <ul style="list-style-type: none"> <li>• Financials Team Lead from OCS Program Development Division–Policy Section</li> <li>• Representative from SCAO</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (4) Representatives from FOC</li> <li>• (1) Representative from PA</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (1) Representatives from OCS Operations Division– Case Management Section</li> <li>• (1) Training Analyst from OCS Program Development Division–Training Section</li> <li>• (1) Financials Policy Analyst from OCS Program Development Division–Policy Section</li> </ul>

Group	Information	Participants
		<u>Meeting Support</u> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Development Division</li> <li>• Scribe/Planner from OCS Program Development Division</li> </ul>
Fiscal Management Workgroup	<u>Group Focus</u> <ul style="list-style-type: none"> <li>• Develop or enhance best practices for partners to use to align budgetary resources with program goals</li> <li>• Provide financial management information that is useful to partners at all levels</li> <li>• Recommend changes to fiscal processes that will help partners do business with the State</li> </ul> <u>Group Operation</u> <ul style="list-style-type: none"> <li>• Report to PLG</li> <li>• Routine direction from OCS Deputy Director</li> <li>• Meet on a regular basis as determined by the group</li> </ul>	<u>Lead</u> <ul style="list-style-type: none"> <li>• Senior Member of OCS Administration Division–Financial Management Section</li> </ul> <u>Members</u> <ul style="list-style-type: none"> <li>• (2) Representative from FOC</li> <li>• (2) Representative from PA</li> <li>• (1) Representative from SCAO</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (1) Representatives from OCS Administration Division–Financial Management Section</li> <li>• (1) Representative from OCS Operations Division–Contract Services Section</li> </ul> <u>Meeting Support</u> <ul style="list-style-type: none"> <li>• Facilitator from OCS Administration Division–Financial Management Section, as needed</li> <li>• Scribe/Planner from OCS Administration Division–Financial Management Section</li> </ul>
Performance Assessment Workgroup	<u>Group Focus</u> <ul style="list-style-type: none"> <li>• Develop performance information that is useful to managers at all levels</li> <li>• Develop performance review practices for partners to use in monitoring performance and identifying improvement</li> </ul> <u>Group Operation</u> <ul style="list-style-type: none"> <li>• Report to PLG</li> <li>• Routine direction from OCS Deputy Director</li> <li>• Meet on a monthly basis</li> </ul>	<u>Lead</u> <ul style="list-style-type: none"> <li>• Senior Member of OCS Administration Division–Planning/Evaluation &amp; Administration Section</li> </ul> <u>Members</u> <ul style="list-style-type: none"> <li>• (1) Representative from Circuit Court</li> <li>• (7) Representatives from FOC</li> <li>• (4) Representatives from PA</li> <li>• (1) Representative from PAAM</li> <li>• (2) Representative from SCAO</li> <li>• (1) Representative from MiCSES</li> <li>• (1) Representative from OCS Operations Division–Contract Services Section</li> <li>• (1) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Representative from OCS Program Development Division–Policy Section</li> </ul> <u>Meeting Support</u> <ul style="list-style-type: none"> <li>• Facilitator from OCS Administration Division–Planning/Evaluation &amp; Administration Section, as needed</li> <li>• Scribe/Planner from OCS Administration Division–Planning/Evaluation &amp; Administration Section</li> </ul>

<b>Group</b>	<b>Information</b>	<b>Participants</b>
Training and Development Workgroup	<p><u>Group Focus</u></p> <ul style="list-style-type: none"> <li>• Oversee development/implementation of process improvement/facilitation training</li> <li>• Conduct a statewide inventory of training resources</li> <li>• Conduct a child support program partner training needs assessment</li> <li>• Evaluate and make recommendations for program training</li> </ul> <p><u>Group Operation</u></p> <ul style="list-style-type: none"> <li>• Report to PLG</li> <li>• Routine direction from OCS Program Development Division Director</li> <li>• Meet twice per month</li> </ul>	<p><u>Co-Leads</u></p> <ul style="list-style-type: none"> <li>• Training Section Manager from OCS Program Development Division</li> <li>• Selected by group</li> </ul> <p><u>Members</u></p> <ul style="list-style-type: none"> <li>• (2) Representatives from FOC</li> <li>• (2) Representatives from PA</li> <li>• (1) Representative from SCAO</li> <li>• (3) Representatives from MiCSES</li> <li>• (1) Representative from SDU</li> <li>• (1) Representative from OCS Operations Division–Contract Services Section</li> <li>• (1) Information Coordinator from OCS Director’s Office</li> <li>• (2) Representatives from OCS Operations Division–Case Management Section</li> <li>• (1) Training Analyst from OCS Program Development Division–Training Section</li> <li>• (1) Representative from OCS Program Development Division–Policy Section</li> <li>• (1) Representative from Michigan Judicial Institute</li> </ul> <p><u>Meeting Support</u></p> <ul style="list-style-type: none"> <li>• Facilitator from OCS Program Development Division, as needed</li> <li>• Scribe/Planner from OCS Program Development Division</li> </ul>
<p><b><u>Legend</u></b>            FOC– Friend of the Court            FOCA– Friend of the Court Association            MiCSES– Michigan Child Support Enforcement System            MJA– Michigan Judges Association            OCS– Office of Child Support            PA– Prosecuting Attorney            PAAM– Prosecuting Attorneys Association of Michigan            PLG– IV–D Program Leadership Group            SDU– Michigan State Disbursement Unit            SCAO– State Court Administrative Office            WIT– Work Improvement Team</p>		

# PROGRAM LEADERSHIP GROUP

## Charter

October 15, 2007

### 1. Mission

- To achieve Michigan Child Support Program goals by overseeing the execution of statewide strategies and directives, synchronizing the activities of Michigan Child Support Agencies, and coordinating the efforts of program improvement workgroups and teams.

### 2. Scope

- Representatives operating under the respective authority of the Governor, Chief Justice, Friend of the Court Association, Prosecuting Attorney Association members and Michigan Judge's Association members.

### 3. Goals

- Assign responsibility for implementation of statewide strategies and directives
- Prioritize improvement opportunities and appoint/charter/review workgroups
- Proactively address interagency problems in the Michigan Child Support Program.

### 4. Approach

- Assign responsibility for strategic plan objectives.
- Review new directives/legislation and ensure coordination between child support agencies in implementing same.
- Assign clear direction to improvement workgroups for outcomes, delivery deadlines, as well as reporting responsibilities.
- Address unresolved workgroup issues.
- Members seek input from and represent constituencies.

### 5. Membership (See current PLG roster)

Department of Human Services, Office of Child Support (OCS)

- Primary
- Additional

State Court Administrative Office (SCAO)

- Primary
- Additional

Prosecuting Attorneys Association of Michigan (PAAM)

- Primary
- Additional

# PROGRAM LEADERSHIP GROUP

## Charter

October 15, 2007

Friends of the Court Association (FOCA)

- Primary
- Additional
- Wayne County

DIT-MiCSES Project

- Primary
- Additional

Michigan Judge's Association

- Primary
- Additional

Members agreed that the group would seek a consensus on decisions through facilitated discussion rather than formal rules of order. Members further agreed that an additional representative from each of their organizations could stand in for the primary member as well as attend meetings/participate in conference calls, along with the primary member.

### 6. Operations/Meeting Frequency

- Meet twice monthly – either in-person or via teleconference
- Agenda for each meeting.
- PLG chair rotates between primary members.
- Record action items and decisions
- Seek consensus informally through open discussion, consideration of reports/recommendations/performance data, and a focus on the best interests of Michigan children and families.
- Group Staffing: OCS Facilitator/Scribe

### 7. Non-Consensus Statement: The PLG will strive for consensus, but in the event that consensus is not reached, partners should ask for direction from their Director or Manager.

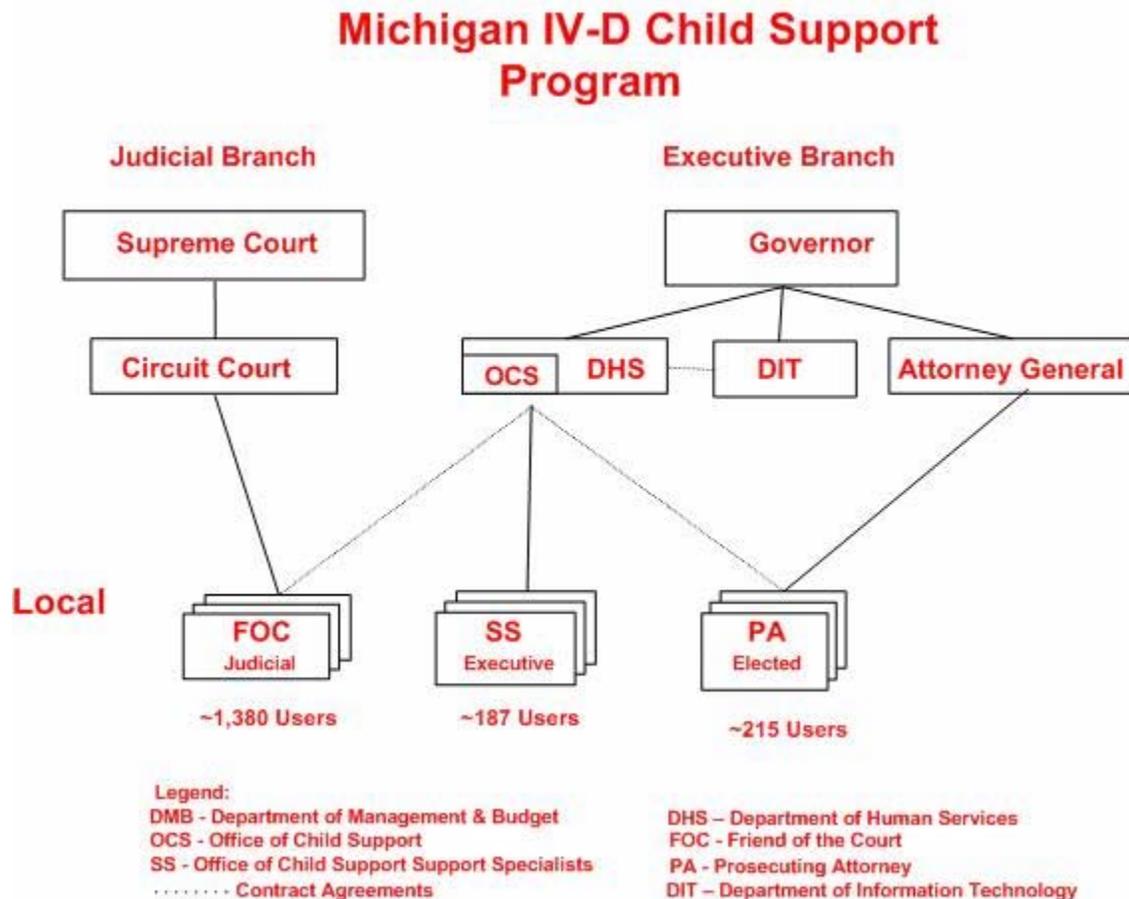
### 8. Communication

- Reports/recommendations to higher authorities (see scope) as necessary to prompt decisions, ascertain clear direction, or advise of significant unresolved matters that hinder progress.
- Direction (via charter) to workgroups/teams/agencies/members to assign responsibility/provide clear direction
- Report back to constituencies.
- Consider a brief annual report at the end of the fiscal year to highlight significant activities/progress over the year with respect to goals and anticipate focal points for the year ahead.
- Decisions that are made by the PLG will be posted on the Mi-Support Website under the PLG workgroup area.

## Michigan IV-D Program Structure

Each state must appoint a single agency to administer the Title IV-D program. The agency receives and distributes funds, establishes and maintains the child support program within federal requirements and regulations. The Michigan IV-D agency is the Department of Human Services (DHS), through its Office of Child Support (OCS).

Although the DHS-OCS is the designated IV-D agency, responsibilities for the provision of child support enforcement services are carried out by DHS-OCS, Circuit Court Friend of the Court (FOC) offices, and county Prosecuting Attorney (PA) offices. The inter-relationships with the multiple-agency composition of the child support program are reflected as follows:



a) **Department of Human Services (DHS)**

DHS coordinates, oversees, and is ultimately responsible to the federal Department of Health and Human Services for Michigan’s IV-D Child Support program. DHS enters into Cooperative Reimbursement Program (CRP) agreements with county governments for Friends of the Court and Prosecuting Attorney offices to enforce and manage IV-D child support cases. The purpose of the CRP contracts is to provide local offices with state and federal funding to enhance local efforts for child support enforcement services. In return, the local offices agree to abide by federal and state IV-D policies and regulations. Approximately 66% of local offices’ operational expenses are reimbursed through this program. Additionally, DHS (from federal funding) provides each FOC office with reimbursement incentives for collections on public assistance cases.

b) **Office Of Child Support (OCS)**

As the Michigan IV-D agency that administers the statewide child support program, OCS has a central office division which performs state agency enforcement, administrative and policy functions. There is also a field operation division of child support specialists whose primary functions are the delivery of parent locate and case initiation support services in each county throughout the state. Support Specialists utilize the MiCSES application in the delivery of these services.

OCS is part of the management team that provides oversight of MiCSES. OCS is responsible for policy interpretation, identification of user requirements and prioritization of needed changes to MiCSES.

c) **Michigan Supreme Court - State Court Administrative Office (SCAO)**

The Michigan Supreme Court, State Court Administrative Office (SCAO) has oversight responsibility for all trial courts throughout the state. They also have a special Friend of the Court Bureau Division (FOCB) which provides assistance to local Friend of the Court offices.

d) **Michigan Department Of Information Technology (MDIT)**

The MiCSES project organization resides in the Department of Information Technology, Agency Services. The Department of Information Technology is responsible for all computer system support activities regarding MiCSES. This includes hardware, software, network and telecommunications support.

e) **Attorney General**

The Attorney General Office uses the MiCSES application in the pursuit of criminal prosecution of non-payment of child support debts.

f) **Prosecuting Attorneys (PA)**

Prosecuting Attorneys are the chief law enforcement officers in county government. DHS contracts with county governments for PA IV-D child support services. The PA offices primarily provide paternity and support establishment services. All Prosecuting Attorney offices use the MiCSES application in the provision of these services.

g) **Friends Of The Court (FOC)**

The Friend of the Court office was created by statute in 1919. There is at least one Friend of the Court for each of the 57 Circuit Courts in the state. Approximately 1,380 FOC staff work within Michigan's 83 counties. The FOC is the child support and operational division of the circuit court. The FOC position is appointed by the chief judge of that court. DHS contracts with local county governments for FOC IV-D child support services through CRP contracts. The FOCs are responsible for processing court orders; investigating and enforcing support orders and related case management activities. All FOC offices use MiCSES for the provision of these services.