

State of Hawaii
Department of the Attorney General



REPORT ON
THE CASE-BASED STRATEGY PILOT PROJECT
OF THE CHILD SUPPORT ENFORCEMENT AGENCY

Pursuant to

Section 63 of Act 213, Session Laws of Hawaii 2007

Submitted to
The Twenty-Fourth State Legislature
Regular Session of 2008

REPORT ON THE CASE-BASED STRATEGY PILOT PROJECT OF THE CHILD SUPPORT ENFORCEMENT AGENCY

Introduction

Section 63 of Act 213, Session Laws of Hawaii 2007, provided that specified amounts of state general and federal fund appropriations for child support enforcement services are expended for a pilot project to test a case-based strategy for child support enforcement. Section 63 of Act 213 also requires that a progress report be submitted twenty (20) days prior to opening of the 2008 and 2009 Legislative Regular Sessions. This report was to include, but not be limited to: (1) the status of the pilot project; (2) an evaluation of the effectiveness of the Case-Based strategy in resolving deficiencies identified by the State Auditor in the 2003 and 2007 audits of the Child Support Enforcement Agency; (3) additional strategies the Department will use in the following biennium to address deficiencies identified by the State Auditor; and (4) a list of vacant positions in the Child Support Enforcement Agency, which as currently described do not support the case-based strategy and which should be replaced by more appropriate positions, and what those appropriate positions would be.

Status of the Pilot Project

For the purpose of implementing the pilot project, Act 213 authorized eight permanent civil service positions. To be able to implement the pilot project, a reorganization of the Oahu Branch of the Child Support Enforcement Agency (CSEA) was required. The professional case management positions, funded by the Legislature, represented a new class of worker and, therefore, reorganization was necessary. This reorganization is a below branch reorganization and is delegated to the Department for review and approval. The reorganization was completed in December 2007. The eight case manager civil service positions are being formally established.

Concurrent with this reorganization process the CSEA has been defining services more finitely. A case flow model has been developed to illustrate the paths that cases flow through. (See Attachment I) A narrative for the case flow has also been developed. (See Attachment II)

Further, a Case Management Concept paper has been drafted that defines caseload, duties, and responsibilities. This paper describes: caseload size, assignment method, and which cases will be assigned to each worker. (See Attachment III)

In addition drafting of policies and procedures to govern the delivery of service by case management staff was initiated in November 2007. This effort will provide a

basis for training once position descriptions are approved and recruitment is allowed to begin.

Finally, space and furniture are being coordinated for this new unit. Thus, by the time recruitment begins, supporting resources should be in place to allow the project to proceed smoothly.

Evaluation of the Case-Based Strategy

Because the agency is in the process of assembling organization, staffing, and resources it is too early to evaluate the effectiveness of the case-based approach. However, as we prepare supporting documents and plan the implementation of the case-based approach, it is evident that child support enforcement will profit just as other programs have from its adoption.

One of the biggest complaints of CSEA clients is that they must speak to so many different people and have to re-explain their issues over and over again. With the case-based approach, there will only be one person for the client to talk to. This in itself will improve client relations.

From a service point of view, it will take some time to recruit and train staff, but it will be worth it. Becoming case-based and service oriented offer more options to get clients to respond.

The ultimate test will be whether program performance improves or not. At this early stage there is no hard data, but the efforts to prepare and implement the pilot project have already shown promise that performance will, most certainly, improve.

Additional Strategies the Department Will Use in the Following Biennium

The auditor cited deficiencies in the following areas relating to CSEA. They include:

- **The agency's reticence in adopting a client focused process.**
 - This finding came from an audit prior to 2006.
- **In the 2007 audit, findings were summarized as:**
 1. Reactive management deprives the agency of direction and accountability.
 2. The agency has been slow to adopt measures to improve deployment of existing resources.
 3. Problems with the agency's support payment trust fund persist.

With regard to the finding of not being “**client focused**,” we began to address that concern in the 2007 Legislative Regular Session. At that time seven case managers and a supervisor were requested by the Department and funded by the Legislature. Our progress in implementing those positions is discussed above. We plan to continue to request an increase in the number of case management staff so that caseloads can be assigned and managed.

With regard to concerns about alleged reactive management, agency plans for addressing these issues are underway. For example, the planning process for CSEA has been broadened and accelerated. We now include all managers directly in planning and circulate plans for review among staff. This broadens agency support and commitment to stated plans.

We have also specified the performance measures that we are pursuing and we have stated our improvement projects, along with specifying the projected improvement in agency performance. This “implementation planning” process goes a long way in addressing legislative audit concerns.

The agency has been actively deploying resources and has undertaken multiple projects in case closure, medical support order review, and income withholding order review to verify system data and make corrections where necessary to comply with federal requirements.

The agency is also in the beginning steps of undertaking a planning effort for the Information and Technology area of CSEA. This planning effort is designed to consciously identify IT initiatives that will both stabilize and improve the computing environment, but also directly offer a positive impact for staff and clients.

For the Support Payment Trust Fund, the Chief Financial Officer (CFO) and her staff have been reviewing deficiencies cited by the State Auditor. The agency and the department recognize that the trust fund shortfall is an issue that must be addressed and are actively seeking to do so.

Other strategies for improving performance are not limited to adding staff. One of the big issues that we notice relative to arrearages is that there are many instances where current support is set too high given the circumstances of the Non-Custodial Parent (NCP). Some of the NCPs are in prison and others have lost their jobs, but have not asked for re-consideration of the support amount due to a change in circumstances. On a case-by-case basis, there will be consideration of proposing that current support be set to a lower amount for certain low income, incarcerated felons. This will assist in stemming the growth of debt that cannot be paid in a timely manner and make payment of child support more reasonable when prisoners are released.

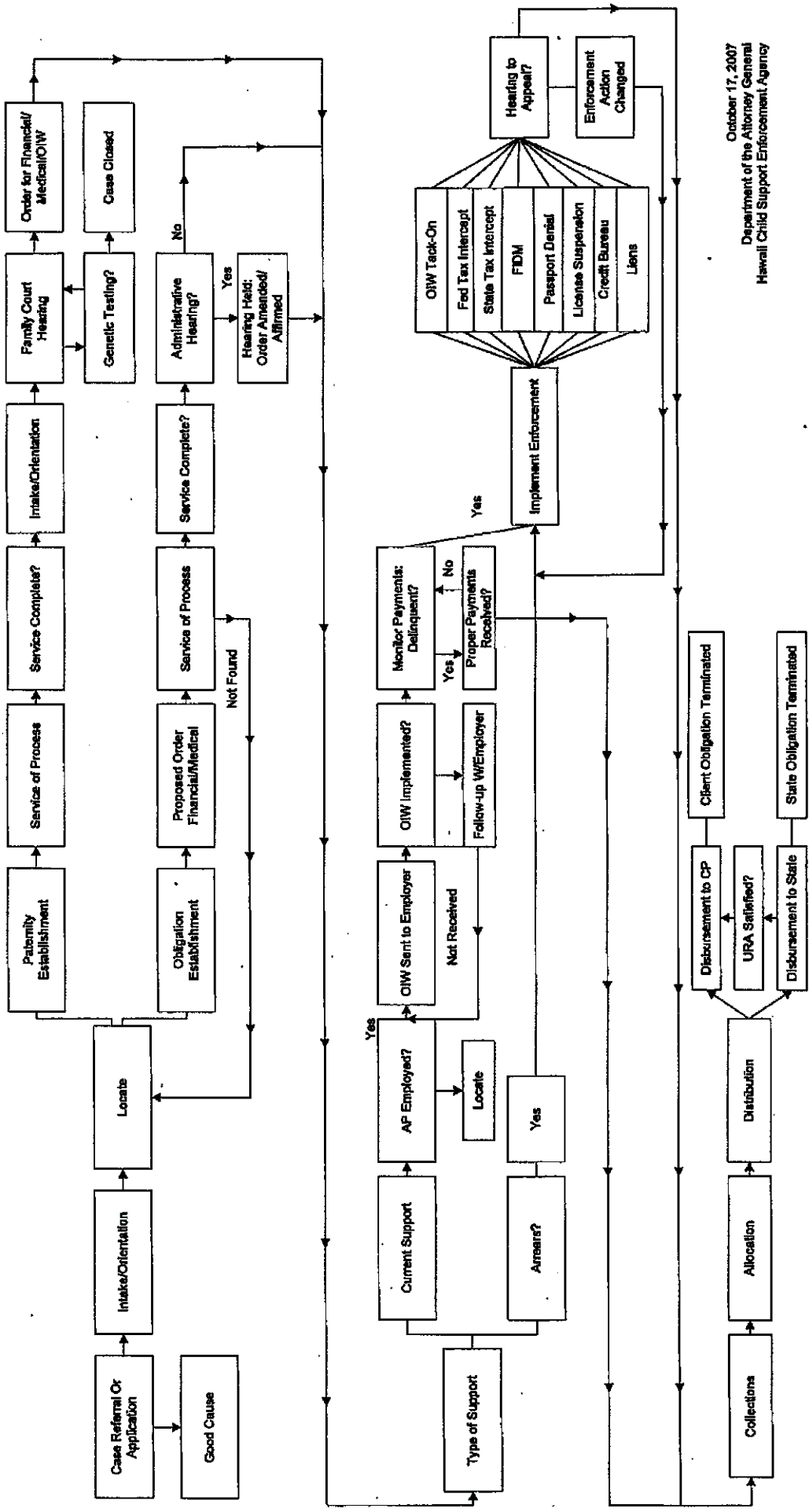
Vacancies

As of the end of November 23, 2007, there were 36 vacancies within the CSEA. Of these vacancies, the following positions should be changed to meet the needs of the CSEA:

<u>Position #</u>	<u>Current Position Title</u>	<u>SR</u>	<u>Title Needed</u>	<u>SR</u>
▪ 15973	Support Payment Officer	15	Case Manager III	20
▪ 26166	Support Payment Officer	15	Case Manager III	20
▪ 27289	Support Payment Officer	15	Case Manager III	20
▪ 117865	Soc Svc Asst IV	11	Case Manager III	20
▪ 117874	Soc Svc Asst IV	11	Case Manager III	20
▪ 117875	Soc Svc Asst IV	11	Case Manager III	20

Ultimately, it would be desirable if all Support Payment Officer Positions in the Division could be upgraded to the Case Manager III designation. This would allow CSEA to be more client-focused, which would make the clients more satisfied with the service, and performance would improve as well.

Attachment I CHILD SUPPORT ENFORCEMENT CASE FLOW CHART



CHILD SUPPORT ENFORCEMENT CASE FLOW CHART NARRATIVE

Case Referral or Application

The case referral application process refers to the processing of both public assistance and non-assistance cases. Public Assistance Cases are referred to CSEA from the Department of Human Services (DHS). Non-assistance cases come to CSEA when a person, who has never received welfare, completes an application for CSEA services.

This narrative does not address the following types of cases: (1) requests for services from other state IV-D agencies; (2) private attorney orders, and (3) pro se orders.

Intake/Orientation

The Intake and Orientation process is a formal orientation session conducted by a supervisor for all public assistance and non-assistance cases described above. The purpose of the Intake and Orientation process is to familiarize the public assistance client and the non-assistance applicant with the services that will be provided on their case. The session is also open to anyone that has an interest in what the requirements of the program are, and what they might expect to occur on the case.

This session is being added to better educate our clientele on how CSEA processes cases and what may happen if child support payments are not made in a timely manner. It is also intended to familiarize clients with what their options are when something occurs on their case that they do not agree with, essentially by requesting a hearing when they receive notice that an action will be taken.

This session also gives our clientele a chance to ask questions about Child Support Services and for the supervisor to provide responses. Every attempt will be made to educate clientele that attend this session to minimize confusion and to promote understanding. This session is not mandatory, but should be recommended to all who receive IV-D services.

Locate

When a Public Assistance referral or an application for IV-D Services is received by CSEA, the record shall be reviewed to confirm that all information is present on both the Custodial and Non-Custodial Parent. In instances where the location of the Non-Custodial Parent (NCP) is not known, immediate efforts shall be made to locate the individual. If the whereabouts of the NCP are not determined, efforts will continue to be made to locate the individual using the continual locate process in KEIKI.

Paternity Establishment Process

Early on in the Child Support Case Process, there are parallel paths that a case may travel. In cases where a child is born to parents that are not married to each other and there is no order establishing paternity or voluntary acknowledgement of paternity, the case is processed through the Paternity Establishment process to determine who the legal father is.

The Paternity Establishment Process is handled in the Family Court in Hawaii. The Family Support Staff, part of the Family Law Division in the Department of the Attorney General, handle the cases on behalf of CSEA.

- **Service of Process**

Cases that require Paternity Establishment are ones where there is an alleged father that must be given proper legal notice so that the individual is available to participate in the judicial process. If both the CP and the alleged father cannot be successfully served, then it is likely that there will not be an order established.

- **Service Complete?**

Once both parties have been properly served, the process server can complete documentation on the date, time, and place of the service. In certain instances, service can be completed through the Postal Service. In either case, once service is complete and verified the judicial process can begin.

- **Intake/Orientation**

Intake/Orientation, during the Paternity Establishment Process is conducted informally at Family Court as part of the Hearing Process. At this stage, FSD Attorneys for CSEA familiarize the client(s) about what to expect in the Judicial Proceeding, and will answer any question that the CP or alleged father may have. Some FSD offices may provide this service when the case is initially referred to their office.

- **Family Court Hearing**

Paternity Hearings are held in Family Court. These Hearings provide the opportunity for an alleged father to contest the paternity action and prove that he is not the responsible parent.

- **Genetic Testing?**

In cases where the alleged father claims that he is not the biological parent, such claims are typically settled through genetic testing. Genetic testing samples are collected using cotton swabs, and tested for DNA. If the test confirms that the alleged father is the biological father, then the proceeding continues. However, if the test excludes the alleged father from the consideration, then the case against the alleged father is closed.

- **Case Closed**

As noted above, when an alleged father is excluded from the paternity process by DNA testing, then the case is closed.

- **Order for Financial/Medical/OIW**

Assuming that the parties agree to their mutual responsibility or it is proven through DNA testing that the alleged father is the legal father of the child, then orders can be issued by the Family Court for Financial and Medical support and for Income Withholding. Certified copies of these orders are then sent to CSEA for collection and/or enforcement.

Obligation Establishment

The purpose of Administrative Order Establishment is to establish Child Support Orders through an administrative process on cases where paternity is not at issue. Such orders are generated by CSEA and are generally signed by a Hearing Officer from the Office of Child Support Hearings. Such orders are established for the purpose of supporting the financial and medical needs of the children covered by the order.

- **Proposed Order Financial/Medical**

For a proposed order to be generated there must be a verified address for both the CP and the NCP and the identifying information on the children that will be subject to the order. These orders can be generated either automatically by KEIKI or manually by a worker.

- **Service of Process**

The proposed order is sent to both the CP and the NCP. The proposed order is initially sent by certified mail. If the parties receive the mail and verification is returned, then service has been accomplished successfully and can be properly documented. If one or both parties do not sign for the certified service packet, then personal service will be initiated. Regular mail can be utilized for service for the requestor if the waiver of service in the packet has been signed.

- **Service Complete?**

The service of process is complete when both parties to the order have been properly served by one of the three methods described above.

- **Administrative Hearing?**

When the parties to the order have received their packet, they have an opportunity to review it to see if they are in agreement with the proposed order. The parties have 14 calendar days to request a hearing if they disagree with any provision of the proposed order.

If the parties do not respond within the 14 days allotted time, then the order will default. Default orders are prepared for filing with the Family Court. To do this, a check is made to see whether the NCP is an active duty member of the military in accord with the Service members Civil Relief Act. If the NCP is not an active duty military member, a declaration is prepared and Proof of Service, income information, and a copy of the proposed order is currently provided to a Hearing Officer from the Office of Child Support Hearings for signature. State debt information may also be provided if that issue was included in the proposed order. Once the order is signed, the order is filed with the Family Court.

- **Hearing Held: Order Amended/Affirmed**

If a party to a proposed order properly requests a hearing within the 14 day time frame, then a hearing is scheduled. At this hearing, the Hearing Officer will hear the objections to the order and rule on each accordingly. Based on the decisions made by the hearing officer, the order will be changed as necessary and the ordered support entered into KEIKI after the order is signed and filed with the Family Court.

Type of Support

For financial orders, there are essentially two types of support that are addressed. They are current support and arrearages. Current support is

generally the amount that the NCP is required to pay on an on-going basis for the support of the subject children. The payment goes to the CP and the children if the children are not receiving TANF or in foster care. Certain types of payments that are made to satisfy other obligations are categorized as current support as well.

Arrearages, can be either owed to the CP or to the State. Generally, arrearages to the CP result because of non-payment or insufficient payment during the life of the order for some number of months. Arrearages to the State are owed for the time when the children were: on welfare with the CP; in foster care; or for certain Medicaid debts.

Current Support Obligations

Current support is typically the ordered financial support amount owed in the month. Federal law requires that payments made in the month first be applied to current support. Thus, when the financial order is in effect, the NCP is expected to pay the ordered amount each month while the order is active.

- **AP Employed?**

The first enforcement step required under Child Support is to implement the Income Withholding Order (OIW). To do this, the NCP must be employed and CSEA must know who the employer is and their address. If this information is known, then an OIW is generated by KEIKI and it is sent to the employer to be implemented. Since this is the most effective and certain method of collection, it is important that the OIW be implemented expeditiously.

- **Locate**

If the employer for the NCP is not known, then it is necessary for the case to go into Locate. KEIKI will automatically search SWICA records and New Hire information for an employer for the NCP. Workers can also initiate efforts to Locate the employer for the NCP.

- **OIW Sent to Employer**

Assuming that the employer is known, an OIW packet is sent to the employer. This packet instructs the employer on the amount of support that must be deducted from the worker's paycheck and submitted to CSEA. The employer has the option of how to deduct and submit the amounts, however, Hawaii, law requires that support be deducted and paid within 5 days of the employee receiving a paycheck. Therefore, employers generally choose to submit support based on the frequency of the pay periods.

- **OIW Implemented?**

Unfortunately, just because the OIW was submitted to the employer, it does not necessarily mean that the OIW has been implemented. Sometimes an OIW is not received, or misplaced. And, occasionally employers purposely do not implement the order because of some sentiment toward the employee.

- **Follow-up w/Employer**

Ideally, to ensure efficient payment patterns, there should be follow-up contact with the employer. Getting a case properly set up is critical for collections. If the employer has misplaced or not received an OIW, then it should be sent again.

- **Monitor Payments: Delinquent?**

Once an OIW has been implemented, payments are monitored by the KEIKI System. If the NCP becomes delinquent, additional enforcement mechanisms will be implemented to collect the delinquent funds.

- **Proper Payments Received?**

If proper payments are received in accord with the financial order, then payments go to the State-wide Distribution Branch (SDB). Such cases, that have \$"0" arrears and make full monthly payments are cases in good standing.

Arrears Obligations

Arrearages can accrue to either the CP or the State depending on the circumstances of the case. Arrearages to the CP occur when the NCP either does not make payments or makes an insufficient payment in the month. These delinquencies accumulate as owing to the CP in situations where no public assistance is involved.

Arrearages also can accrue to the State for periods of time that children are either on welfare, in foster care, or receiving some type of Medicaid coverage. These debts are owed by the NCP, because the children received public assistance in these settings.

- **Arrears?**

If arrearages are owed, the case will immediately be referred for enforcement actions by KEIKI. The amount of the arrearage determines

what kind of enforcement action will be taken. Any delinquency, for as little as \$25, will be enough to refer a case for enforcement.

- Yes

Virtually all arrearage cases undergo enforcement. Some are liquidated so there is a monthly payment due on the arrearage each month. Others are offset once a collection occurs based on tax intercept, FIDM, and liens.

Implement Enforcement

Once current support payments become delinquent, or a case has other forms of arrearage, enforcement remedies will be implemented. These remedies, once implemented, will remain in place until the debt is resolved or the criteria for the particular enforcement remedy is no longer being met.

Also, all appropriate or qualifying enforcement remedies are implemented virtually simultaneously. This affords maximum opportunity to recover delinquent Child Support.

- OIW Tack-on

The OIW Tack-on enforcement mechanism can be used for any case that has an OIW implemented to collect current support, and there are arrearages outstanding on the case.

- Federal Tax Intercept

Federal Tax intercept actions can be initiated on any case where there is \$500 or more in arrearages owed to the CP or \$150 or more in arrearages owed to the State. In these cases, Federal tax refunds are intercepted and made available to the State to offset delinquencies. For Federal tax intercepts, State owed arrearages are paid off first.

- State Tax Intercept

State Tax intercept actions can be initiated on any case where there is \$25 or more in arrearages. In these cases, State tax refunds are intercepted and made available to CSEA to offset delinquencies. For State tax intercepts, the amounts owed for current support are paid off first.

- Financial Institution Data Match (FIDM)

For FIDM matches, cases are prepared so that bank accounts can be frozen and the account proceeds later seized. For FIDM cases,

arrearages must amount to at least \$1,000 before the case can be referred.

- **Passport Denial**

For Passport Denial, passport privileges are revoked for an NCP that has more than \$2,500 in arrearages. This type denial is accomplished by the Office of Child Support Enforcement at the Federal level. Referrals are at the same time as the FPLS submission each month.

- **License Suspension**

License suspension actions are taken when the NCP is delinquent in an amount equal to or greater than what is owed for a 3-month period. This action results in a suspension of the Hawaii Driver's License. If the amount owed is equal to or greater than what is owed for a 6-month period, professional licenses may be suspended.

- **Credit Bureau**

Credit Bureau actions take place when the account is delinquent by \$1,000. Credit Bureau actions report the NCP to Trans-Union and Equifax credit reporting bureaus. Credit Bureau actions severely impact the credit of the NCP and makes getting more credit difficult.

- **Liens**

Liens are placed on all cases when the orders are generated by CSEA. These liens are recorded with the Bureau of Conveyances, within the Department of Land and Natural Resources. When land transfers are made, Title Companies check to see if there is a delinquency. If so, then there must be a payoff to clear the title to the property.

Hearing To Appeal?

For certain types of enforcement actions taken against an NCP, the NCP is provided notice of the action and given about 15 calendar days to respond. If the NCP wants to object, the NCP can request a hearing and present evidence to the Hearing Officer as to why the matter should not go forward.

Enforcement Action Changed

If the enforcement action is appealed and the Hearing Officer finds merit in the objection, then the enforcement action may be canceled.

Collections

Once an OIW has been properly set up with an employer, funds are routinely received by SDB and posted to the NCP's account. In certain instances, CSEA receives direct pay from the NCP because there is no employer with which to establish an OIW.

Collections are also received when funds are seized from bank accounts in FIDM actions, and from either the Federal or State Government in tax intercept cases. Finally, payments are made by NCP's to release an enforcement action. This happens frequently with Passport Denial, Liens, and License Suspension and occasionally with Credit Bureau actions.

Allocation

Payments received by the agency are allocated based on the type of payment received. Regular payments either through OIW or direct pay are always allocated to current support first. If overages are received in the month then the excess is allocated to arrearages in accord with the allocation hierarchy.

Distribution

Distribution is the process of taking the amounts allocated to the appropriate obligation types and determining whether those amounts can actually be paid out as allocated. In situations where payments are allocated to state owed arrears, the distribution process looks to see if there are un-reimbursed assistance amounts before the allocated amount is paid to the State. If termination is in process, payments that are allocated to current support for the child whose obligation is being terminated is placed on distribution hold for possible refund to the NCP.

Disbursement to CP

Disbursements to the CP will occur in cases where the client is not on welfare and a current support payment is received. The CP will also receive a disbursement when a payment is received for arrearages that are owed to the CP.

Client Obligation Terminated

Client obligations terminate when all current support and arrearages owed to the Client have been paid, and the children in the case are no longer eligible to receive support.

Disbursement to State

Funds are disbursed to the State when the current support is collected for a CP that is receiving welfare. Funds are also disbursed to the State when a payment has been properly allocated and distributed to State owed arrearages.

URA Satisfied?

URA refers to Un-reimbursed Assistance. If the amount of money collected and retained by the State for arrearages equals the URA, then all payments collected in excess of that amount that is allocated to State owed arrearages are disbursed to the CP.

State Obligation Terminated

The State obligation terminates when there is no longer any current support or arrearages owed to the State on a case.

PROPOSED CASE MANAGEMENT PROCESS

Introduction

The Introduction of Case Managers into the Child Support Enforcement Program is designed to accomplish a number of objectives. First, it will provide the agency with the opportunity to assign specific caseloads to Case Managers to provide case-based accountability. Second, Case Managers will be expected to address needs of both the Custodial Parent (CP) and the Non-Custodial Parent (NCP). Third, clients being served by a Case Manager will no longer have to call Customer Service to seek an answer to their concerns. The client will know who is assigned to their case and will contact the Case Manager directly. This is expected to lower the dissatisfaction that clients have because they are often required to repeat their concerns many times since the same person may not work on their case twice. Finally, and perhaps more importantly, it is expected that better service will result in higher collections and better overall performance.

Target Group

The target group that will be addressed through the Case Management Process is limited to IV-D cases (98,220). Within the IV-D Cases, interstate cases also will not be addressed (14,794). This means that 83,426 IV-D cases could potentially be addressed through this effort.

Of the Non-Interstate IV-D cases (83,426), Keiki shows that 40,369 (48.4%) do not have Child Support Orders and 43,057 (51.6%) cases have Child Support Orders.

Further, of the 43,057 IV-D cases with orders, 28,785 (66.9%) cases have Income Withholding Orders and 14,272 (33.1%) cases do not have Income Withholding Orders.

Finally, of all cases (14,272) that have Orders, but no Income Withholding Order, 10,284 cases (72.1%) are not in Locate and 3,988 cases (27.9%) are in Locate.

The initial thinking is that cases will be selected from three of these sub-groups. They are: (1) Non-Interstate Cases Without Orders (40,369 cases); (2) Non-Interstate cases, with Orders, and an OIW (28,785 cases); and (3) Non-Interstate Cases, with Orders, not in locate (10,284 cases).

Obviously, the sub-groups could be changed based on input. But, we need to design a rather diverse caseload because the proposal is to assign each Case Manager 1,000 cases.

Case Assignment Method

Given the cases designated for selection, it is proposed that 60% of the designated caseload be taken from the Non-Interstate cases with an order and an OIW. This would mean that 6,000 cases would be selected from a pool of 28,785.

It is further proposed that 30% of the cases be selected from the Non-Interstate, no orders group. This means that 3,000 cases will be selected from a pool of 40,369.

Finally, it is proposed that 10% of the caseload be selected from the Non-Interstate, orders, not in Locate group. This means that 1,000 cases will be selected from a pool of 10,284.

Because this Case Management Process is starting up after the program has been operating for years, the cases will have to be designated for assignment to the Case Managers. To facilitate program learning a portion of the cases that come from the Non-Interstate, no order group should be new cases that are just being processed into the program.

Case Management Model

The Case Management model is designed to specify Case Management responsibilities, within the context of the Child Support Enforcement Case Flow. These activities are intended to increase accountability for individual cases, improve services, and improve performance on Federal Performance Indicators.

The Case Management model proposed here is one that emphasizes assessment, planning, implementation, coordination, monitoring, and evaluation. Each case assigned to a Case Manager will be reviewed and worked in accord with these elements.

Background

There is no question that positive results are desired from this process, (i.e. timely payments on the part of the NCP, with no delinquencies). The difference, based on past efforts, will be in how we try to bring that result about.

Currently within CSEA, Keiki generates notices and initiates actions on each child support case. Support Enforcement Officers take actions based on tasks that are generated from the system.

Case Managers will take a more proactive approach by meeting the client early on and then assessing the needs of each party and trying to construct a service plan that will best meet the needs of both parties.

Case Management Activities Within the Context of Case Flow

The **Case Referral or Application** is the first step in the Case Flow for IV-D cases. Case Managers are not involved in this stage of the process. The earliest involvement of the Case Manager would be immediately following **Intake and Orientation**.

After Intake and Orientation, or at the earliest practical point in time, the Case Manager should get an opportunity to meet the Custodial and Non-Custodial parent that they will be working with. The first meeting between the Case Manager and the CP/NCP, offers an opportunity for the Case Manager to begin assessing the needs of the parties of the case.

It is at this point that the Case Manager should focus on establishing a communication regimen with the parties (i.e. every two-weeks, monthly, and Extraordinary Circumstances). Case Managers shall also cover the following topics with their clients: while the primary interest in Child Support is the well-being of the children, the interests and concerns of both parties will be looked at with the goal of optimizing results wherever possible; clients are to be re-assured about their right to privacy; all services are to be culturally appropriate to the largest extent possible; and the support service needs of the family will be examined.

If the whereabouts of the NCP are unknown, it is conceivable that in certain cases that the Case Manager may become involved in **Locate**. If involved, the Case Manager will have already been assigned the case.

Generally speaking, the Case Managers will not be involved in the **Paternity Establishment** process. The Family Support Division, (though primarily comprised of Attorneys, Legal Assistants, and Legal Clerks), arrange for **Service of Process** and ensure that the **Service is Complete**. The Family Support Division staff also provide for a type of **Intake and Orientation** at the Court, in conjunction with the day of their **Family Court Hearing**. And, at the conclusion of the Family Court Hearing there is generally an order for **Financial/Medical/OIW** that will be issued.

Certain alleged fathers and certain of the custodial mothers may request **genetic testing** if they are unsure about the paternity accuracy. When such genetic testing occurs, paternity will either be established or disestablished. Paternity that is disestablished will result in **case closure** for the alleged father since paternity has been disproved.

The next point at which Case Manager may become involved is in the Administrative process for **Obligation Establishment**. The primary involvement of the Case Manager, at this stage, will be to monitor that the **Proposed Order** Is generated and the **Service of Process** is completed.

Once the parties have been served, if a case is assigned in this area to the Case Manager, it will be important for the Case Manager to contact the CP and the NCP to make sure that they understand the implication of the proposed Order.. The idea here is to have fewer default orders generated where the parties are not paying attention to the Order details. This will avoid problems for the parties down the road.

If an **Administrative Hearing** is requested on a proposed order, the Case Manager would staff the hearing for the case. Once the order is established, the Case Manager performs the central aspect of their job which is to monitor and track cases to ensure that Child Support Payments are made in a timely fashion.

The Administrative Order or the Family Court Order that is generated will specify the Child Support payments that must be paid for **Current Support Obligations** of the children and **Arrearage Obligations** owed either to the CP or the State.

For Current Support Obligations, if the **AP is employed**, then an OIW is generated and sent to the employer. In view of the Critical importance of the OIW, the Case Manager shall check with each employer under their caseload to ensure that the OIW has been implemented. If any issues arise out of this check, then the Case Manager shall work with the NCP and the CP if necessary, to get the issue(s) resolved.

If the AP is not employed then a referral should be offered to the NCP to assist tem in finding Employment Training and/or Job Placement as appropriate. The hope is that by extending service that it will result in improved cooperation among our clientele.

Similarly, even though the NCP may be paying Child Support as ordered, the CP may be having a hard time covering living expense. To that end, the Case Manager should explore with the CP about the need for Employment Training or job placement; child care subsidies; and services to assist family functioning.

Once support service needs have been identified, a support service plan should be developed that describes the service needed, the recommended resource to access, and the projected time frame in which the service might obtained.

In addition, the Case Manager shall review the established orders with NCP to ensure that he/she understands what is expected. If the NCP is unclear on an order provision then the Case Manager shall explain the intent of the order to clarify the responsibilities of the NCP.

To facilitate Case Management, the Case Manager shall review the employment history of the NCP. There should also be a check to ensure that the OIW has been implemented. If the OIW is implemented, and there are arrears, then a tack-on order should be sought to obtain payment on the arrears. If, there is already a liquidation amount on the arrearages, then the Case Manager should monitor to ensure that the payments on the arrearages are received.

All cases, in the Case Manager's caseload should be reviewed monthly to determine if delinquencies are developing on the case. If there are delinquencies, then an effort should be made to convince the NCP to bring the case current. Also, the NCP should receive a clear explanation of the consequences of not keeping the child support payments up-to-date.

In the course of enforcing Child Support, the Case Manager will make automatic use of certain enforcement mechanisms like OIW, Federal tax intercept and State tax intercept. Other mechanisms, like Credit Bureau Reporting, License Suspension, and FIDM should be used more judiciously.

At the point that children age off the case and all obligations have been paid by the NCP, the Case Manager will document the necessary information to determine if the case should be closed. This process is completed by the case assessor in the Keiki Information System.

Requests for Modification

During the course of monitoring any Child Support Case, the Case Manager should be sensitive to the need or desire of one of the parties to modify their Support Order. The agency is obligated to review the Support Obligation if requested to do so by either the NCP or the CP.

When the request is made, information will be entered into Keiki by the Legal Assistant which will result in a new proposed order, or a notice of no change in the order. Both parties to the order must receive Service of Process. Each party has the opportunity to request a hearing based on the proposed order.

Once an order is effective, a revised OIW will be generated and submitted to the employer for implementation, as appropriate. The Case Manager will monitor this process and assure that all proper actions are taken by the employer to implement any revised OIW that is required.

Quality Assurance

A significant part of the Case Manager's job each month will be to monitor their caseload to ensure that all cases are progressing as appropriate. This will be accomplished by reviewing reports generated by the Information Technology Office (ITO).

Any anomalies noted in cases in the caseload will be reviewed and corrected. Caseload clean-up is an on-going direct responsibility of the Case Manager. In instances when Case Managers need assistance in correcting system issues or in effecting changes in system records by another office, a request will be generated in writing to the office and the request made.

One objective of quality assurance is to ensure that system data has integrity. Regular review and correction of individual case data will assist in achieving this objective.

Corrective Action Based on Supervisory Review

Each month the Case Management Supervisor will be required to do case reviews of each Case Manager. When issues are denoted and brought to the attention of the Case Manager, corrective action will be initiated. Each Case Manager should try to detect trends in problems that are noted in supervisory reviews and be proactive in bringing about solutions. If system changes are necessary in Keiki to accomplish this, a request will be initiated through the Case Management Supervisor to the Branch Administrator, and then on to ITO.

All supervisory reviews will be documented in writing. Corrective action is to be documented as well.