

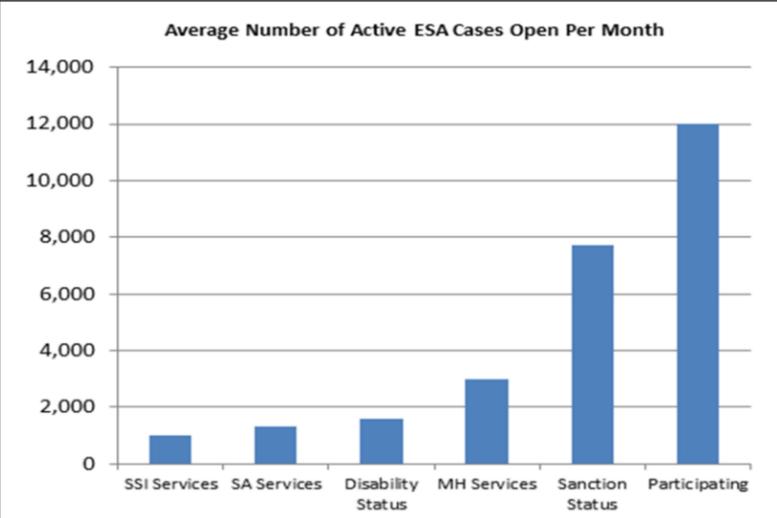
A3 Problem Solving | ESA – Strategic Objective 4.4 Work Participation Rate

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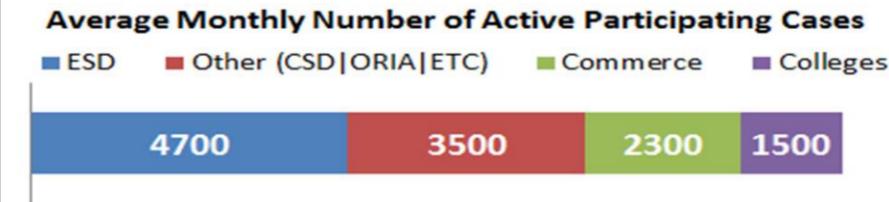
Clarify the Problem:

The WorkFirst Participation Rate (WFPR) for All-Family cases is 13.9%. The WFPR for the Two-Parent Household cases is 14.3%. Both of these rates need to increase to 20% as set forth in Economic Services Administration’s Strategic Plan by 2015.

Break Down the Problem:

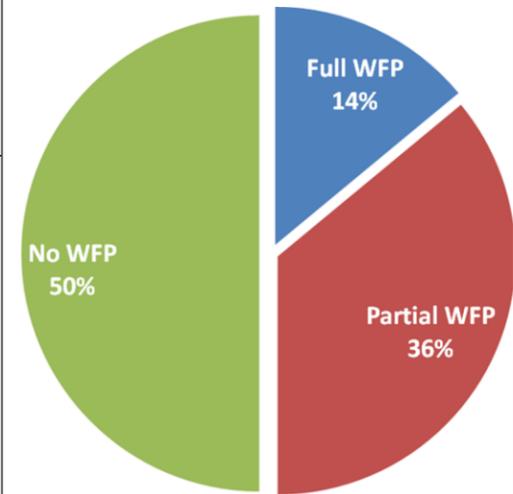


- When does participant compliance decrease?
- Some clients never participate we only see them once.
 - Of those who do participate the greatest activity is in the early months.
 - Some clients lose motivation at the halfway point of a case timeframe.
 - WorkFirst needs more clients to meet the full participation rate.
 - To increase the WorkFirst Participation rate to 20%, 5,320 cases need to be fully compliant with client participation. Currently only 1,680 cases are compliant.



Above is the breakdown of where a case receives case management. Of the 12,000 participating cases 14%, or 1,680 cases are compliant. What is happening?

- There are multiple Core Activity categories that account for participation. Some Core Activity categories do not see much client participation.
- Tracking a client’s participation is confusing. Tracking Core Activity starts in the middle of a calendar month.
- Core Activity must equal 20 hours per month or greater.
- Sometimes the needs of the family don’t fall into a Core Activity requirement.



Target:

The percentage of TANF families meeting the Federal All-Family Work Participation Rate will increase from 13.9% percent to 20% by July 2015. The percentage of TANF Two-Parent Families meeting the Federal Work Participation Rate will increase from 14.3% to 20% by July 2015.

The workgroup identified multiple problems for the non-compliance with WFP. Some of the problems identified are part of other Lean initiatives. The group focused on two problems not being addressed in other Lean events:

1. **Problem Statement: The Two-Parent Household opt out option increases the risk of not meeting the WPR**
Why? Because it’s all on one parent to meet the 35 hour/week participation rate. Why? Because it’s confusing to the parent. Why? At least 1 parent must have 30 hours min/week and the other parent must make up the remaining 5 hours to make up the 35 hours total. Why? We have not told our staffs that do the work about the proportion of participation hours described above. Why? There is a disconnect between the rules (both federal and state rules) and staff recording the participation.
2. **Problem Statement: There is a lack of dedicated time to do case management**
(The first root cause series) Why? Because there are absenteeisms and coverage issues. Why? Because there is a lack of staff employed. (The second root cause series) Why? Because there is no protected WF time for case workers. Why? Because WF case workers must also cover financial needs for clients if the FSA workers cannot keep up with their workload. Why? Because the financial need for clients are a priority. Why? Because the client has a critical or crisis centered need. (The third root cause series) Why? Because walk-in clients must be seen 1st or provided “same day service” if there is not enough coverage to meet this lobby need WF employees provide coverage. Why? Because management made the requirement that walk in clients been seen on the same day and there were coverage issues to meet the capacity of walk-in clients. Why? There is a federal requirement to meet this (there are federal promptness standards-NOT same day service standards). Why? There was public concern that clients were not being seen in a timely manner.

Root Cause	Countermeasure	Feasibility	Cost	Risk	Impact
1.1	Provide a participation cheat sheet on All-Family and 2-Parent household rates Build a tool to help staff understand the 2-Parent rate and rules	High	Low	Low	High
1.2	Require both parents to fully participate	Medium	High	Medium	High
1.3	Staff training to reinforce 2 parent requirements: Idea for training curriculum – Understand Participant Requirements, Review Federal Rates, 2PHH and Whole Family Information	High	Low	Low	Medium
1.4	Define what is the state and federal requirement then define staff requirement	High	Low	Low	Low
1.5	Send out a memo to the staff and share the correct process with staff	High	Low	Low	Medium
2.1	‘Red’ apps by appointment only	Low	Medium	Low	Medium
2.2	WF employees set specific times to meet with or call a client to review their case	High	Low	Low	Medium
2.3	Set a standard that staff will connect with client at least 1 time per month and ensure staff will be given time to do this	High	Low	Low	Medium
2.4	Each office implements a dedicated apps team	Medium	Medium	Low	Medium

Action Plan:

ID#	Problem to be Solved	Action Item	Lead	Due Date	Status
	Training and communication to the field	Countermeasures: 1.1, 1.3, 1.4, 1.5	Policy Chief	8/30/14	
	Require both parents to fully participate	Prepare a proposal/position paper	Policy Chief	8/30/14	
	Office organization structure	Countermeasures: 2.2, 2.3, 2.4	Policy Chief	8/30/14	

Evaluate Results, Standardize, then Repeat . . .