

Michigan IV-D Child Support Manual
Michigan Department of Health and Human Services

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1. Cooperative Reimbursement Program (CRP) Agreement

CRP is the acronym for the Cooperative Reimbursement Program, which refers to the contract entered into by the state and the counties for counties to perform and receive reimbursement for IV-D work.¹ Additional information about the CRP is available on mi-support in [Section 1.23, "Cooperative Reimbursement Program \(CRP\) Agreements \(Contracts\)."](#) It is also under Central Activities > [Contracts](#) and under Program Library > Index > [Contracts](#).

The CRP sets several requirements for the IV-D program that the Office of Child Support (OCS) and IV-D partners follow. These requirements include a set of performance measures called Contract Performance Standards (CPS) or "standards." Through the CRP, OCS sets CPS measures with minimum thresholds for Friend of the Court (FOC) and Prosecuting Attorney (PA) offices.

2. Contract Performance Standards (CPS)

OCS introduced performance standards into the CRP agreements to evaluate the effectiveness of the Michigan IV-D program. Prior to this, Michigan was one of only a few states without minimum performance standards for IV-D partners.

In October 2016, OCS introduced performance standards into the five-year CRP for IV-D partner offices in two functional areas: establishment and enforcement.² Typically, PA staff perform establishment functions, and FOC staff perform enforcement functions.

¹ Ref: 45 Code of Federal Regulations (CFR) 302.34.

² OCS support specialists are typically the IV-D staff who initiate (create) IV-D cases. IV-D case initiation performance measures are already in place and are reviewed monthly. Because support specialists are state employees, these performance standards are not part of the CRP.

2.1 Combined Offices (FOC/PA)

Some county offices are combined offices, performing both establishment and enforcement functions. Therefore, IV-D staff in a combined office are required to meet standards in both the establishment and enforcement functional areas. OCS will evaluate a combined office using a combined measure for the standards that apply to both PA and FOC offices (i.e., the Locate, Medical Support, IV-D Training, and Customer Service Training Measures). Michigan Child Support Enforcement System (MiCSES) Work Measures reports³ will report separate PA and FOC scores for Locate and Medical Support, which OCS will combine prior to evaluation.

When an FOC office and a PA office become combined, the OCS contract manager will work with the office and the OCS director to determine how best to consider and evaluate the prior fiscal year's performance.

2.2 Combined Circuits

In Michigan, there are five combined *circuits*, where the CRP contract for multiple counties is held by a single FOC office.⁴ In these instances, the MiCSES Work Measures are measured per county – the same way the IV-D incentive factors are measured⁵ – rather than on a combined basis. If any of the counties in the combined circuit does not meet a standard, the county holding the contract is responsible for any required actions. Conversely, the CPS Training Measures⁶ for a circuit are combined into a single evaluation.

2.3 CPS Measures

The CPS measures may be categorized into two major areas: MiCSES Work Measures and Training Measures.

2.3.1 MiCSES Work Measures

Currently, the CRP contract sets the threshold for all of the MiCSES Work Measures at 75 percent. This was done intentionally because six of the MiCSES Work Measures are based on federal requirements for the completion of IV-D work, and those federal standards are set at 75 percent.

OCS does not expect any office to score 100 percent on any of the MiCSES Work Measures. For any of the measures, there are specific

³ Ref: Subsection 2.3.1 of this manual section for more information on the MiCSES Work Measures.

⁴ For instance, Grand Traverse FOC holds the FOC contract for Antrim, Leelanau, and Grand Traverse counties.

⁵ For more information on incentive calculations, reference the [Performance Management page](#) on mi-support.

⁶ Ref: Subsection 2.3.2 of this manual section for more information on the Training Measures.

case conditions that may make it inappropriate to complete the qualifying action(s) required to satisfy the measure. These unique case conditions are considered a part of the 25 percent of a caseload that may not meet the standard.

A. Court Action Referral (CAR) Processing

The CRP agreement requires PA staff to evaluate and act on CARs within 14 calendar days of receiving the CAR. The evaluation and action must include one of the activities identified in [Exhibit 1.25E1](#).⁷

The CPS reports do not consider rejection of a CAR as an initial action. This decision was made by the Joint Application Design (JAD) team responsible for developing the reports, since some PA offices reject CARs contrary to IV-D policy. However, there are some circumstances in which rejection of the CAR is appropriate.⁸

If a PA office does not meet the CAR Processing standard due to CAR rejections permitted in IV-D policy, that office will indicate this on the *Response Questionnaire* (RQ).⁹ The office must itemize *only* the CARs that were rejected *appropriately* and provide the reason for each rejection.

B. Locate

The CRP agreement requires PA and FOC staff to perform locate activities:

- Within 75 days of a non-custodial parent (NCP) being unlocated, and no payment was received within the last six months; and
- At least once every 90 days thereafter until located.

[Exhibit 1.25E2](#) provides more information on the specific locate activities that will cause a IV-D case to meet the Locate standard.

C. Service of Process (SOP)

The CRP agreement requires PA staff to meet the SOP requirement pursuant to [Section 4.15, "Service of Process \(SOP\)," of the Michigan IV-D Child Support Manual](#) if, at the time the support specialist generates a CAR, there are at least 75 days remaining in the federally required 90-day SOP timeframe.

⁷ [Section 2.20, "Court Action Referrals \(CARs\)," of the Michigan IV-D Child Support Manual](#) will be updated with these activities at its next revision.

⁸ Ref: Section 2.20 of the *Michigan IV-D Child Support Manual*.

⁹ Ref: Subsection 2.8.3 of this manual section for more information on the RQ.

If a PA office does not meet the SOP standard due to CAR rejections permitted in IV-D policy, that office will indicate this on the RQ.¹⁰ The office must itemize *only* the CARs that were rejected *appropriately* and provide the reason for each rejection.

[Exhibit 1.25E3](#) provides more information on the SOP standard.

D. Order Establishment

The CRP agreement requires PA staff to establish an order within six months of SOP for child support (DS) and paternity (DP) cases.

[Exhibit 1.25E4](#) provides more information on the Order Establishment standard.

E. Review and Modification (Rev/Mod)

The CRP agreement requires FOC staff to complete the review and modification process as described in [Section 3.45, "Review and Modification," of the Michigan IV-D Child Support Manual](#) within 180 days of the initiation of the review.

[Exhibit 1.25E5](#) provides more information on the Review and Modification standard.

F. Medical Support

The CRP agreement requires PA and FOC staff to include health care coverage or cash medical support in child support orders.

[Exhibit 1.25E6](#) provides more information on the Medical Support standard.

G. Timely Enforcement

The CRP agreement requires FOC staff to initiate or continue enforcement within 30 days of locating an NCP using manual or automated tools other than federal tax refund offset (FTRO) or state tax refund offset (STRO).

Enforceable conditions include a medical support provision or IV-D financial obligations within a support order that are not fully met. Unmet medical provisions include an NCP ordered to provide health care coverage who is not doing so when it is available at a

¹⁰ Ref: Subsection 2.8.3 of this manual section for more information on the RQ.

reasonable cost. Unmet IV-D financial obligations include a support order with a currently charging IV-D obligation(s) with at least one month's past-due support, or a support order with no IV-D obligation currently charging but with any amount of past-due IV-D debt.¹¹

[Exhibit 1.25E7](#) provides more information on the Timely Enforcement standard.

For each of the standards, the CRP defines the percentage of cases for which the standard must be met. Because each standard addresses different case management conditions, IV-D staff may find one single CPS action, multiple CPS actions, or no CPS action required for any given IV-D case.

If an office has no cases requiring action for a specific standard during the fiscal year (e.g., no NCP is unlocated, so no locate activities are required), the office will meet that standard.

To comply with CPS MiCSES Work Measures and to ensure actions on a case are included in the associated system-generated reports,¹² IV-D workers must record actions in MiCSES; these actions are known as “qualifying actions.” For example, a “qualifying action” for CPS purposes may include a IV-D worker moving a case to a new minor activity on an activity chain. However, some actions, while valid to complete IV-D work, are not readily traceable in MiCSES and are not considered qualified actions.¹³

In approximately one half of one percent of IV-D cases, the qualifying action needed to resolve the MiCSES Work Measure cannot be completed by the office that holds the IV-D case. In these situations, the MiCSES Work Measure will appear on the CPS Business Objects reports based on the IV-D county.¹⁴

¹¹ As of this publication, the system-generated CPS Business Objects reports include IV-D cases in the Timely Enforcement standard even when there remains only past-due non-IV-D debt. This is unintended functioning, but will occur infrequently. OCS has filed a system ticket to request a change.

¹² MiCSES Work Measurement reports will assist IV-D workers by identifying how and when cases met a CPS and whether MiCSES action is required to meet a CPS. Ref: Subsection 2.4, “MiCSES Work Measurement Reports,” in this manual section for more information.

¹³ A IV-D worker's manually entered note on the MiCSES *Notes Processor* (NOTE) screen will *not* be counted as a “qualifying action” for any CPS. This is because system-generated CPS reports will be unable to determine whether a note (made up of free-form text) is a qualifying action. A “non-qualifying” CPS action includes, but is not limited to, a IV-D worker using Business Objects reports to locate an individual. Although using a Business Objects report is a valid locate action, MiCSES does not trace the use of Business Objects reports. Remedy ticket INC505974 has been entered to enable tracing the generation of Business Objects reports.

¹⁴ Ref: Subsection 2.4 of this manual section for more information on the CPS Business Objects reports.

OCS recommends that the office with the IV-D case reach out to the county that is able to complete the qualifying action by contacting the CPS MiCSES Work Measures Coordinator identified on the [mi-support Partner Contact Information](#) page.

Example:

An NCP is on a IV-D case in County A. The only open docket associated with the IV-D case is in County B. The NCP is newly located. County A is required to enforce within 30 days, per the Timely Enforcement standard; however, County B has the only enforceable docket and is the only county that can enforce. The CPS MiCSES Work Measures Coordinator in County A should reach out to the Coordinator in County B to notify him/her of the need to enforce on the docket.

If an office does not meet a MiCSES Work Measure because the docket was in another county and it could not complete the qualifying action, that office may indicate the reason on the RQ¹⁵ and itemize the IV-D cases that failed for this reason.

H. *CPS Action Requirement Documents (CARDs)*

CARDs provide detail about each standard. CARDs give an “at-a-glance” review of supporting policy and qualifying actions that IV-D staff may take to ensure each case meets the standard. Each CARD includes sections that provide detailed information on one of the standards. These sections are as follows:

CARD Section Heading	CARD Section Content
<i>Contract Language</i>	<ul style="list-style-type: none"> • The language in the CRP identifying the standard that must be met; and • The minimum threshold of cases that must meet the standard.
<i>Federal Regulations</i>	Supporting federal requirements for the standard.
<i>Michigan IV-D Policy</i>	Supporting policy for the standard.
<i>Language Differences</i>	Differences between the standard and other cited requirements (e.g., federal regulations, etc.).
<i>Responsible Partner</i>	The IV-D partner (PA or FOC) responsible for meeting the standard.
<i>Cases are included in the CPS when</i>	The IV-D case selection criteria used for the standard.

¹⁵ Ref: Subsection 2.8.3 of this manual section for more information on the RQ.

CARD Section Heading	CARD Section Content
<i>Cases are excluded from the CPS when</i>	The case exclusion criteria for the standard.
<i>Cases pass when</i>	The qualifying actions IV-D workers may take to ensure a case meets the standard.
<i>Cases fail when</i>	The circumstances that cause a case to fail the standard.

CARDS are Exhibits 1.25E1 through 1.25E7 of this manual section.

2.3.2 Training Measures

The CRP also requires that IV-D staff complete both customer service training and IV-D training.

For each of the Training Measures, the CRP indicates that 80 percent of an office’s IV-D staff are expected to complete training each year. “IV-D staff” (“IV-D workers”) are defined as any workers whose positions are IV-D-funded during the fiscal year and who are billed in the Electronic Grants Administration and Management System (EGrAMS)¹⁶ for IV-D work. This includes part-time IV-D staff, such as those who provide both IV-D and non-IV-D services. This does not include county information technology (IT) staff who have no IV-D duties other than providing IV-D technical support.¹⁷

The 80 percent benchmark for the training standards is meant to provide leeway for an office in determining that some staff members may not need training during the fiscal year. To provide this same leeway to smaller offices that cannot mathematically reach exactly 80 percent without also reaching 100 percent, offices with fewer than five employees will meet the standard if they are only one employee away from meeting the IV-D or customer service training requirement.¹⁸

Offices falling into this category will be designated as “NQ” (meaning that no Response Questionnaire will be needed) on the *PM-103 Contract Performance Standards Training Measures Report* (PM-103).¹⁹

¹⁶ Ref: Subsection 2.8.2 in this manual section for more information on EGrAMS.

¹⁷ County IT staff working on IV-D systems are still required to undergo an FBI fingerprint-based background investigation and confidentiality/security training. Ref: *Michigan IV-D Child Support Manual Section 1.10, “Confidentiality/Security,”* and [Section 1.13, “Internal Revenue Service \(IRS\) Background Investigation Requirements.”](#)

¹⁸ Ref: Subsection 2.8.3(B)(5) of this manual section for more information on how the CPS evaluation process accounts for this exception.

¹⁹ Ref: Subsection 2.5.1 of this manual section for more information on the PM-103.

Example:

An office with three employees has two employees who have completed four or more hours of IV-D training. Although this office does not meet the 80 percent benchmark, it will not be required to submit an RQ for the training standard.

The Training Measures follow the same evaluation process as the MiCSES Work Measures.²⁰

OCS uses its Learning Management System (LMS)²¹ to track training course registration and attendance, and IV-D staff use it to register for IV-D classes. The LMS records IV-D, MiCSES, and other trainings that individual IV-D workers attend.

A staff member must have been employed during the *entire* reporting period for a lack of training to count against the office's percentage; however, if a staff member who has *not* been employed for the entire reporting period *does* receive training, it will be counted.

The Cooperative Reimbursement Program Measures Steering Committee (Steering Committee) and Program Leadership Group (PLG) determined how offices will meet the Training Measures outlined in the CRP.

A. Customer Service Training

The Customer Service Training Measure is intended to help positively shift the public's perception of Michigan's IV-D program.

OCS currently has limited customer service training offerings available. OCS maintains a list of approved external customer service training resources on the mi-support [Training Information](#) page. OCS Training Services staff will add new resources to this page as they are made aware of them. Offices are not required to use the OCS customer service training options, but may provide their own customer service training or use training from another source (e.g., divisions of the State Court Administrative Office, etc.). To ensure that non-OCS training can be taken for CPS Training Measures credit, office staff must obtain advance approval from Training Services.²²

²⁰ Ref: Subsection 2.8 of this manual section for more information on the CPS evaluation process.

²¹ Ref: [IV-D Memorandum 2017-028, Implementation of the IV-D Learning Management System](#), for more information.

²² Ref: Subsection 2.3.2(E), "Non-OCS Training Events," in this manual section.

In addition to the courses listed on the Training Information page, other examples of courses that may meet the CPS Customer Service Training Measure requirement include:

- General customer service skills (specific to child support or otherwise);
- Handling difficult situations (e.g., domestic violence);
- Cultural competency;
- Implicit bias;
- Procedural justice;
- Motivational interviewing;
- Management training (if it has a component of interpersonal relationships – not simply project planning methodology);
- Leadership training;
- Effective communication; and
- Video conference technology (if it has a component of building skills that enhance relationships with the families the program serves).

For the Customer Service Training Measure, a IV-D worker will take a minimum of one hour of customer service training over the measurement period. IV-D workers are required to attend customer service training even if they have no direct interaction with families. OCS encourages offices to strive for additional hours of training to improve the families' experience with the services the child support program provides.

B. IV-D Training

The IV-D Training Measure is intended to improve IV-D workers' familiarity with IV-D program knowledge and IV-D systems to enable them to better deliver IV-D services.

For the IV-D Training Measure, a IV-D worker will take a minimum of four hours of IV-D training over the measurement period.

To meet this training measure, the training must be related to either:

- A topic found in the *Michigan IV-D Child Support Manual* table of contents;²³ or
- A IV-D system.²⁴

²³ The table of contents is extensive and is found on mi-support here: Program Library tab > Child Support Manual > [Table of Contents](#).

²⁴ IV-D systems include MiCSES, Business Objects, Query Interstate Cases for Kids (QUICK), Electronic Document Exchange (EDE), the Central Paternity Registry (CPR)/Birth Registry System (BRS), MiChildSupport, or other statewide systems used regularly by Michigan IV-D workers.

Intentionally excluded are topics related to office responsibilities that are not IV-D activities, such as parenting time and mediation. General court-processing topics, legal theory, legal ethics, and legal practices such as “how to file a motion” are also intentionally excluded.

Note: The requirement for confidentiality/security training is a separate requirement, outside of the CPS.²⁵ Confidentiality/ Security training is not counted toward the IV-D Training Measure.

C. CPS Training Definition

OCS Training Services defines training as an event with learning objectives and an expected behavior change. This differs from communication activities that are intended to bring awareness to an issue or an upcoming change.

A training session is defined as a planned, formal presentation with the intention of sharing customer service or IV-D program knowledge or developing a skill related to customer service or IV-D work (e.g., performing a specific task within a IV-D system or improving interviewing skills with case participants). The session description (for conferences or formal training events) or the presenter (for meetings or local offices) must explain the intended objectives (takeaways) of the presentation.

Unplanned, informal learning often takes place at meetings and/or the office through the discussion of issues. This type of learning is highly valued; however, due to the difficulty of quantifying it, it will not be counted toward CPS training credits.

D. OCS Training Events

OCS Training Services will determine in advance whether an OCS training event will be available for CPS credit, and will update the description of each event in the LMS with one of the following:

- CPS Credit: IV-D;
- CPS Credit: Customer Service; or
- CPS Credit: None.

Workers may search the LMS by the phrases “CPS Credit: IV-D” and/or “CPS Credit: Customer Service” to view all trainings in the LMS catalog that count toward the CPS Training Measures.

²⁵ Ref: Section 1.10 of the *Michigan IV-D Child Support Manual*.

Training opportunities promoted by OCS through Help Desk notifications will include whether the training is approved for IV-D or Customer Service training and the training hours associated with the session. These OCS training opportunities include:

- OCS in-person or virtual training;
- OCS-conducted webinars;
- OCS web-based training; and
- Child Support Updates calls.

E. Non-OCS Training Events

In addition to trainings provided by OCS Training Services, presentations and sessions presented by other entities may be considered to help satisfy the CPS Training Measures.

All non-OCS trainings must be approved by OCS Training Services *before* they can be documented for IV-D and Customer Service training credit. The approval process has two purposes:

- It confirms a shared understanding between OCS and FOC or PA staff of training that will qualify to meet the training standard; and
- It serves as a touchpoint for coordinating the recording of attendance.

1. Training Sources

a. Preferred Training Sources

Child support professional organizations that provide training opportunities through conferences and/or training events are preferred sources for meeting IV-D and Customer Service training requirements. These sources include:

- Conference sessions and/or training opportunities offered through Michigan child support or court organizations (e.g., Michigan Judicial Institute, Michigan Family Support Council, Friend of the Court Association, Prosecuting Attorneys Association of Michigan, etc.); and
- Conference sessions and/or training opportunities offered through national child support organizations (e.g., National Child Support Enforcement Association, Eastern Regional Interstate Child Support Association, Western

Intergovernmental Child Support Engagement Council, etc.).

If CPS credit is desired, a conference representative, session organizer, or attendee will use the process in Subsection 2.3.2(E)(2) below to request approval of the training from OCS Training Services before the session is conducted.

If IV-D staff who are involved in organizing training events or presenting at conferences would like the training to be considered for CPS credit, they will contact OCS Training Services through the approval process described further below.

b. Other Training Sources

Training needs may arise that cannot be met through one of the training sources described above. Offices that wish to count training opportunities from the following sources must get approval from OCS Training Services before the session occurs:

- User group meetings (e.g., PA User Group, FOC User Group, Intergovernmental User Group, etc.);
- Other professional organizations not listed above; or
- Local office training.

2. Approval Process for CPS Training Credit

a. Requesting Approval Before the Training Session

A representative from the conference, user group, or local office will provide a description of the planned training session at least two weeks prior to the presentation using the [Contract Performance Standards Training Approval Form \(Exhibit 1.25E14\)](#).²⁶

The representative will email the form to OCS Training Services at DIT-MiCSES-TrainingRegistration@michigan.gov. Training Services will respond within three business days with questions and/or the approval status.

When possible, OCS Training Services will contact Michigan conference organizers early in the conference planning process to remind them of this approval process.

²⁶ Exhibit 1.25E14 is in Microsoft Word and is available on the mi-support [Training Information](#) page.

b. Recording Attendance

If OCS Training Services staff approve the training for CPS credit, they will work with the representative to determine how best to track attendance at the training session.

- 1) If there are fewer than five Michigan IV-D participants participating in the training, the office will enter the training and its attendees in the LMS using the external training entry method.²⁷
- 2) If the session will likely have five or more Michigan IV-D participants, OCS will add the training to the LMS and will register attendees using the information provided by the office or organization.

Offices may use the [Contract Performance Standards Attendance Roster Template \(Exhibit 1.25E19\)](#) to record attendance at training events.²⁸ If an office wishes to use another format for recording attendance, it must provide at a minimum the same information requested on the roster template.

IV-D staff will receive CPS credit for a training course **only if it is documented in the LMS**. This means that it will appear on the staff member's LMS transcript after (s)he has taken the training. Consequently, it will be counted on the PM-103 when it is generated.²⁹

F. Determining Eligibility for CPS Credit

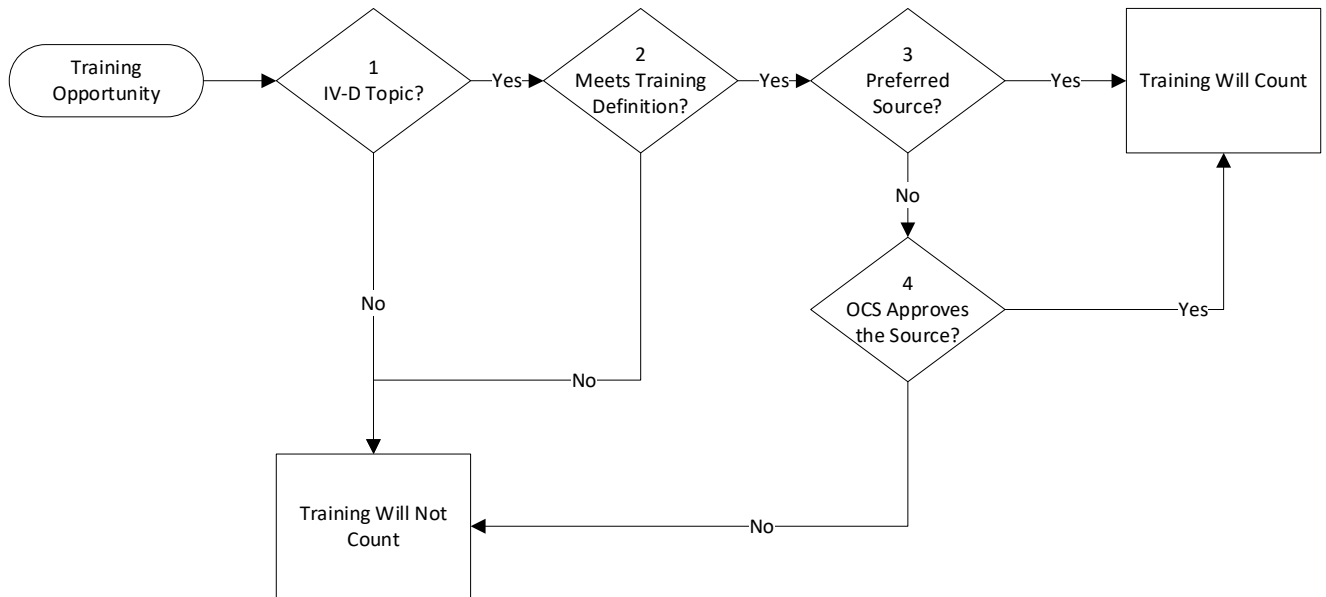
The following decision trees illustrate when Training Services will determine a training opportunity is eligible for CPS credit.

²⁷ Ref: the section "Add External Training" in the [LMS – Learning Management System Learner Role Job Aid](#).

²⁸ Exhibit 1.25E19 is in Microsoft Excel and is available on the mi-support Training Information page.

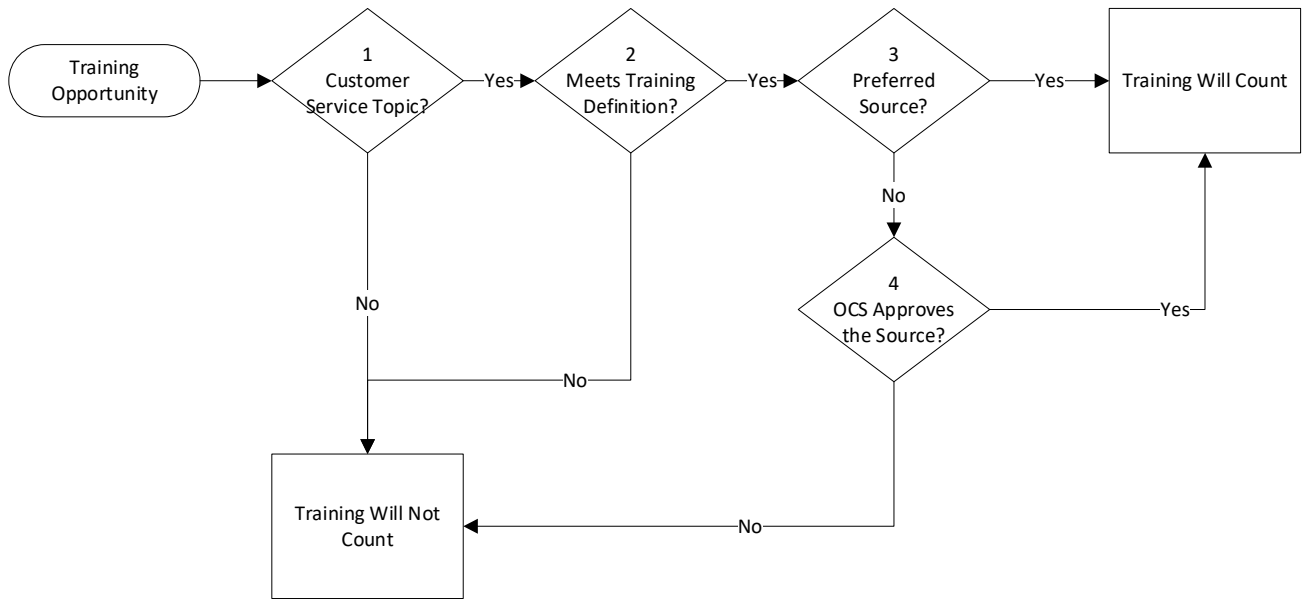
²⁹ Ref: Subsection 2.5.1 of this manual section for more information on the PM-103.

1. IV-D Training



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2. Customer Service Training



G. Determining Training Hours

As stated earlier, the CRP contract requires one hour of training for the Customer Service Training Measure and four hours for the IV-D Training Measure. Consequently, it is important for Training Services to correctly calculate the duration of training events.

It is possible that only some agenda items at a conference or meeting will meet the training definition. Therefore, attendees should review the approved agenda items in order to know the number of expected training hours they will receive. IV-D staff should not assume they will receive credit for the entire duration of the conference or meeting.

1. In-Person Training, Webinars, Child Support Updates Calls, and User Groups

These will be counted based on the amount of time the training event is expected to last, rounded up to the nearest 10-minute increment. For example, a 17-minute session will be counted as 20 minutes.

Example:

A Child Support Updates call includes a 20-minute planned presentation on an upcoming system change. The other agenda items are updates on a grant project and supporting remote staff. The 20-minute planned presentation would be counted for CPS credit, but the rest of the call would not be counted for CPS credit.

2. Web-Based Training

Web-based training is self-directed. To determine the amount of time expected for a web-based training (“training hours” in the LMS), Training Services will evaluate the average time it takes for two or three reviewers to read each page and interact with each activity. Training Services will then round this up to the nearest 10-minute increment.

For example, if the average time to navigate through a web-based training is 18 minutes, it will be counted as 20 minutes of CPS training credit. If the average time is 51 minutes, it will be rounded up to 60 minutes of CPS training credit.

The LMS is able to track the amount of time an individual spends within a web-based training. Some individuals are able to work through web-based training more quickly than others; in order to receive credit for completing the course, the IV-D worker must spend at least 30 percent of the expected training time on the course, as measured by the LMS.

The LMS records if all required activities within the course have been completed. If any activities are left incomplete, the web-based training will not be considered complete in the LMS.

H. Training Not Eligible for CPS Training Credit

A IV-D office may use the LMS to track training other than courses taken for CPS Training Measures credit. To do this, the office will select the “General” competency when adding the training to the LMS. Training Services does not need to approve this training; however, Training Services will indicate in the LMS that the training is “completed.”

2.4 MiCSES Work Measurement Reports

MiCSES Work Measurement reports are Business Objects reports that will assist in evaluating CPS performance and in meeting or improving performance for the MiCSES Work Measures.³⁰ The reports are as follows:

- The *PM-100 IV-D Child Support Contract Performance Standard Summary Report* (PM-100);
- The *PM-101 IV-D Child Support Contract Performance Standard Detail Report* (PM-101); and
- The *PM-102 IV-D Child Support Contract Performance Standard Improvement Report* (PM-102).

IV-D staff may generate the historical PM-100 and PM-101 for a reporting period (a given date or date range), while the PM-102 will provide a current “point-in-time” look at case data for cases that will be counted toward a standard but have not yet passed or failed.³¹ Staff will be able to export these Business Objects results to a spreadsheet. Once the results are exported, the spreadsheet may be manipulated via the spreadsheet software.

The CPS Business Objects reports do not contain any personally identifiable information or federal tax information (FTI).

The CPS Business Objects reports provide data from October 2017 forward, with the exception of the SOP standard. Because of technical limitations, data for the SOP standard can be reported only from February 2018 forward.³²

The first page of each report includes a link to training documentation located in the LMS.

Note: Exhibits [1.25E10](#), [1.25E11](#), and [1.25E12](#) are examples of exported Business Objects reports. While the reports contain several tabs and columns, the exhibits are PDF representations and do not include all tabs for all reports. The text is small on some pages of the exhibits because the content has been scaled to fit each tab on a single page to facilitate printing.

³⁰ CPS reports have undergone rigorous reliability testing. Additionally, MiCSES technical resources will run a regression test with every new MiCSES release. A regression test will verify that the reports, which were previously developed and tested, still perform the same way after a new release. Any unexpected results from the regression test will be resolved or shared with IV-D staff so they will understand how the unexpected results may impact the CPS and CPS evaluation.

³¹ Once a case passes or fails, it will no longer appear on the PM-102.

³² Ref: Subsection 2.8.1 of this manual section for a discussion of the “baseline year” concept for CPS.

2.4.1 PM-100

The PM-100 is a historical report. It provides an office- and state-level view of cases that had a CPS condition during the reporting period.³³ The PM-100 reports all seven CPS MiCSES Work Measures, as percentages, for the:

- Current fiscal year's reporting period (fiscal-year-to-date, or other date range); and
- Previous fiscal year's reporting period (relative to the current fiscal year's reporting period).³⁴

The PM-100 also provides the:

- Difference between the current and previous year's performance measure percentages;
- Difference between the office performance and the CPS performance requirement³⁵ for the current fiscal year. This will be negative when the office has not yet attained the required percentage, or positive when it is met or exceeded; and
- Actual numbers of cases supporting the reported percentages for the current fiscal year.

The PM-100 provides three different printable report layouts. Each report layout contains similar data, but with varying levels of detail. The amount of detail in the report will affect the report page orientation (portrait or landscape).

In addition, the PM-100 provides prompts (options) to be run at the county or state level, for all or specific standards, and for various reporting periods.

The PM-100 is updated in Business Objects at the end of each month. For example, if a user runs the report for fiscal-year-to-date on February 6, (s)he will get results through January 31. If (s)he runs the report again on February 8, (s)he will again get results through January 31.

³³ A CPS condition includes any IV-D case for which a CPS action was needed; for example, the need to take a locate action on an unlocated NCP or to conduct a review and modification. For historical CPS reports, the IV-D cases will have had a particular CPS condition that was either met or not met.

³⁴ Previous fiscal year data prior to September 30, 2018 (fiscal years 2017 and before) will not be available on the PM-100.

³⁵ Ref: Subsection 2.8, "CPS Evaluation Process," in this manual section for more information on CPS thresholds.

2.4.2 PM-101

The PM-101 provides the detail of the cases that are contained in the PM-100. The PM-101 provides a list of cases with a CPS condition that was due in the past. IV-D staff are unable to use the PM-101 to revise or improve the conditions already measured; however, staff may use the report to analyze trends and confirm the accuracy of the measurement provided.

The PM-101 report contains multiple tabs:

- One summary tab that provides the case count and percentage of cases which met each standard;³⁶ and
- A detail tab for each standard. Each detail tab provides additional information for the cases contributing to the case count in the summary tab:
 - Whether or not the case met the given standard;
 - The CPS due date (the date by which a particular condition must have been met in order to satisfy the standard);
 - The qualifying actions for the given standard;
 - The dates the qualifying actions occurred; and
 - Additional case data, such as IV-D case number, CAR or court order number when appropriate, and NCP member ID.

The PM-101 provides the same prompts as the PM-100, along with an additional prompt to narrow the report content to cases assigned to a particular staff member/worker.

The PM-101 is updated in Business Objects at the end of each month.

2.4.3 PM-102

The PM-102 identifies the cases that have outstanding CPS conditions. Based upon the need(s) listed for the case, IV-D staff are able to take actions to ensure the case meets the standard before the reporting period lapses.

Like the PM-101, the PM-102 consists of a summary tab and a separate detail tab for each standard. However, the PM-102 summary and detail tabs organize the information differently than the PM-101 summary and detail tabs. In the PM-102 report, the summary tab provides a “per-case” view of cases needing action, and the detail tab provides a “per-CPS” view of cases needing action.

³⁶ The summary tab on the PM-101 contains the same CPS overall measurements as the PM-100 if it is run using identical options for the same reporting period.

The PM-102 report provides case information, the date by which a qualifying action must be taken (due date) in order for that case to meet the CPS, the days remaining to take action, and the functional area in which the case resides.

Like the PM-101, the PM-102 provides options to narrow the report content. Additionally, the PM-102 can be run by functional area. The PM-102 contains only county-level content; state-level content will not be available.

The PM-102 is updated in Business Objects daily. For example, if a worker runs the reports on February 6 and makes changes to case conditions that affect a CPS later that day, those changes will be reflected if (s)he runs the report again on February 7.

2.5 CPS Training Reports

2.5.1 *PM-103 Contract Performance Standards Training Measures Report* (PM-103)

A. Description

The PM-103 contains two tabs. One is a summary tab that shows a percentage of staff who have completed training within each office and indicates whether or not the training standards have been met. The other is a detail tab that identifies specific staff who have been fully trained, partially trained, or not yet trained for each standard.

B. Availability

Offices will be able to obtain the PM-103 on a quarterly basis. The report will be available to be run in Business Objects approximately two weeks after the conclusion of each calendar quarter. OCS will announce the report's availability each quarter through a Help Desk notification.

OCS will compile the fiscal-year-end PM-103 each year after October 10 to allow offices some time to enter any training sessions taken by staff on the last few days of the fiscal year.

[Exhibit 1.25E13](#), *PM-103 Contract Performance Standards Training Measures Report* (PM-103) provides an example of this report.

C. Accuracy of the PM-103

The OCS Planning, Evaluation and Analysis (PEA) team will compile the PM-103 using information from EGrAMS, MiCSES, the LMS, and the OCS contract managers.

The report depends on accurate information being reported in both the LMS and in EGrAMS. All IV-D staff in an office are identified using EGrAMS; the CPS training measure status for any IV-D staff person is obtained based on his/her training participation as recorded in the LMS.

Historically, adding new staff and removing staff from certain technical applications is a task that is sometimes overlooked. To ensure the PM-103 is reliable, local offices must closely maintain the data in the LMS and EGrAMS. If an office fails to accurately maintain the data in the LMS and EGrAMS, it may result in incorrect reporting on the PM-103.

If local staff note incorrect staff members or incorrect training attendance information on the PM-103, they should make corrections in either the LMS or EGrAMS, as appropriate, following standard procedures.³⁷ This will ensure the next iteration of the PM-103 will be accurate.³⁸

If local staff are unable to discern a report discrepancy or how to correct it, they may contact the Help Desk and provide details about the problem.

2.5.2 LMS Training Hours Report

At any point, LMS users with the “Enroll Others” or “View Reports” roles may run the *Training Hours Report* in the LMS. This report displays the trainings taken by each staff member within a given timeframe.

This report does not:

- Identify staff who have yet to take training;
- Identify staff who work in the IV-D office as shown in EGrAMS but who have not been recorded as IV-D staff in the LMS; or
- Calculate whether or not the office is meeting the CPS training standards.

³⁷ Ref: Section 1.10 of the *Michigan IV-D Child Support Manual* for information on how to update users in the LMS.

³⁸ OCS PEA will not generate a corrected report if this information is not kept current.

The *LMS Training Hours Report* does not identify whether the trainings taken by an individual meet the criteria for IV-D or Customer Service training credit; however, the LMS user can determine this by referring to the LMS catalog.

2.6 CPS Reports vs. Other Program Performance Reports

The CPS reports distinctly measure IV-D activities and performance in ways that differ from other performance reports and federal incentive factors, including but not limited to the:

- *Child Support Enforcement Annual Data Report (OCSE-157)*;
- *Quarterly Collection Report (OCSE-34)*;
- Self-Assessment audit reports; and
- *Service of Process Details Report (ES-202)*.

The CPS do not take away from or minimize any other program measures or standards used for the evaluation of the IV-D program. The various methods of measuring program performance each provide unique and valuable input about the way Michigan's IV-D program delivers its services. The value of each measure is important to numerous users, regardless of their role in the program. The MiCSES Work Measures and Training Measures will inform partners who sign the CRP and IV-D staff who implement the CPS. However, CPS will not be the sole determining measure of the IV-D program's performance.

The CPS training material in the LMS includes a section that contrasts specific standards with similar Self-Assessment audit criteria.

2.7 Improving Performance on the CPS

The Steering Committee recognized the importance of providing offices with a tool that can be used to improve performance on the CPS. The PM-102 was designed so offices can see at a glance which IV-D cases are in danger of failing one or more of the standards as of the day the report is run. Specifically, the PM-102 allows the IV-D worker to see how many days are left before a case potentially fails.

An office can use the PM-102 in conjunction with the PM-100 to prioritize work. For instance, the office can run the PM-100 for the fiscal-year-to-date time period to see current percentages for each of the CPS and identify any specific standards that the office is not meeting. Then the office can run the PM-102 and sort specific cases for any unmet standard by the number of days remaining before each case potentially fails. This will allow staff to work the more urgent cases first.

Additionally, an office can use the PM-101 to analyze previous pass and fail trends for IV-D cases within a standard. This will allow the office to identify opportunities to improve local policies and office business practices.

An office may use the quarterly PM-103 to determine which employees are required to take training and which ones have already taken it. After identifying employees who still need to take training, the office may use the *LMS Training Hours Report* to verify whether that training has been taken prior to the next quarterly generation of the PM-103.

2.8 CPS Evaluation Process

The CRP includes a provision in which OCS annually evaluates offices on their CPS performance and notifies them of their status. The contract defines a certain percentage of cases, or a threshold, that must be met for each standard. The CRP also provides for a corrective action plan (CAP) for those counties that may struggle to meet the threshold on one or more of the standards.

The evaluation process will involve the Performance Management Workgroup (PMW), the OCS contract managers, the PLG, and the OCS director; it will use the PM-100, the PM-101, and the PM-103.

If an office does not meet a threshold in a particular reporting year, its measure for the current year will be compared against its measure for the previous year (“baseline” year) to determine if there has been sufficient improvement. An office that improves performance by five percentage points or more over the previous year’s performance, or meets a goal defined in a CAP, will have met the standards for the given year.

Counties that do not meet a CPS threshold or improve sufficiently in a given year will have an opportunity to explain the circumstances³⁹ and improve performance in the following fiscal year(s).

2.8.1 Setting a Baseline

Section 3.2 of the CRP states:

A baseline measure for the FY being evaluated will be taken using the previous FY actual results to determine a starting point for each performance standard at the beginning of each FY.

³⁹ Depending upon the circumstances, the office may still be asked to provide a CAP.

The baseline for a given performance year⁴⁰ will be the previous fiscal year's actual results as reported on the PM-100, PM-101, and PM-103.

The initial baseline year will be the first fiscal year in which an entire fiscal year's *historical* data is available. Therefore, the initial baseline year may be established even if reports are not available throughout the entire year – as long as the historical data is available at the end of that fiscal year.

However, no standard may be *evaluated* until an entire fiscal year's data can be included in the CPS reports. The first CPS performance year must start at the beginning of a fiscal year when CPS reports are available. The actual evaluation of a fiscal year will be done at the beginning of the next fiscal year so it will include all of the data from the fiscal year being evaluated.

After the initial baseline year, each year's result will serve as the following year's baseline. Therefore, the evaluation process may use two fiscal years' worth of data to accomplish an evaluation of one fiscal year, after that fiscal year is complete. The baseline year, performance year, and evaluation year are illustrated with dates in the chart further below.

The initial baseline year for the following CPS MiCSES Work Measures is FY 2018:

- CAR Processing;
- Order Establishment;
- Review and Modification;
- Timely Enforcement; and
- Medical Support.

The initial baseline year for SOP and Locate (the remaining CPS MiCSES Work Measures) is FY 2019.

Originally, OCS planned to set the Locate benchmark in FY 2018 and begin measurement in FY 2019; however, discrepancies were discovered on the Locate tab of the PM-102 partway through FY 2019. As a result, OCS and the PLG decided to delay measurement by one year.

FY 2019 was the initial baseline year for the one-year CPS Training Measures, with the baseline period for the two-year training standards running from October 1, 2018 through September 30, 2020. Beginning

⁴⁰ The "performance year" is the year in which an office works to meet or improve the CPS thresholds, or if applicable, works toward alternative thresholds as identified in a CAP. It is the year for which counties are evaluated against a baseline year.

with FY 2022 (the FY beginning October 1, 2021), the CPS Training Measures will only be measured annually. Additionally, FY 2022 will see the replacement of the MiCSES Training Measure with the IV-D Training Measure, with FY 2022 serving as the baseline for the initial evaluation of FY 2023.

Baseline FY (historical data)	Performance FY (the performance year)	FY in Which Evaluation Occurs (the year the performance year is contrasted against its baseline year)
FY 2018	FY 2019	FY 2020 (evaluating FY 2019 against FY 2018)
FY 2019	FY 2020	FY 2021 (evaluating FY 2020 against FY 2019)
FY 2020	FY 2021	FY 2022 (evaluating FY 2021 against FY 2020)

2.8.2 CPS Roles and EGrAMS Use

The CRP contract indicates that communications regarding any CAP are made with the “office director.” In this manual section, the office director is referred to as the “CPS Contact.”

- For an FOC office or for a combined office, the CPS Contact is the actual Friend of the Court; and
- For a PA office, the CPS Contact is the individual indicated as the “CPS Contact” on the mi-support Partner Contact Information page.

Beginning in FY 2020 for the evaluation of performance year 2019, OCS contract managers will use EGrAMS⁴¹ to communicate with offices regarding their CPS performance. EGrAMS is the system that the IV-D program uses to submit and reimburse IV-D expenses and track other contractual obligations between OCS and its partners.

On or near October 1, 2019, the new EGrAMS CPS User role will become available in EGrAMS. The functionality of the EGrAMS CPS User role will be automatically assigned to the individual with the EGrAMS Project Director role in each county office. The EGrAMS Project Director may contact the OCS contract manager to have the EGrAMS CPS User role assigned to other staff members if desired.⁴²

If an office’s CPS Contact does not have access to EGrAMS, (s)he will receive relevant CPS communications from the OCS contract manager,

⁴¹ Ref: the [EGrAMS User Guide](#) on mi-support.

⁴² OCS recommends assigning at least one staff member conversant in CPS to the EGrAMS CPS User Role if the EGrAMS Project Director is not familiar with the CPS requirements.

sent from EGrAMS to an external email address. The EGrAMS CPS User(s) in that office will also receive these communications.

The CPS Contact, EGrAMS CPS User, and EGrAMS Project Director may all be different individuals within an office, or there may be some overlap between individuals and roles. The role titles are uniquely used in this manual section to ensure clarity regarding tasks specific to the roles.

Note: The EGrAMS CPS User will have the ability to upload documentation into EGrAMS in support of an RQ or CAP. Offices **must not** upload or enter any personally identifiable information into EGrAMS. It is acceptable to enter or upload IV-D case numbers, docket numbers, CAR numbers, and MiCSES member IDs.⁴³

2.8.3 Evaluation Process Detail⁴⁴

Each fiscal year, OCS will compare the county's actual results to the respective performance thresholds as defined in the CRP. The evaluation of a fiscal year will be done at the beginning of the next fiscal year in order to include all of the data for the fiscal year being evaluated.

The OCS contract managers will oversee the CPS evaluation process. However, the CPS evaluation process will involve several steps and ensure that reports are available and reviewed by multiple leadership groups.

A. CPS Report Review

CPS reports are available at any time during a given fiscal year for any IV-D office to review. This will allow for self-monitoring and improvement opportunities. At the end of the fiscal year, the following fiscal-year-end reports will be used for evaluation purposes:

- The PM-100;
- The PM-101; and
- The PM-103.

In the rest of this manual section, references to “the fiscal-year-end CPS reports” mean the fiscal-year-end versions of these three reports.

⁴³ Ref: Section 1.10 of the *Michigan IV-D Child Support Manual*.

⁴⁴ OCS provides the intended CPS evaluation process in this manual section. If operational changes are necessary prior to implementation of the process, OCS will communicate them.

The fiscal-year-end CPS reports will be available no later than October 15 of a given fiscal year. While any IV-D staff may run the fiscal-year-end reports, OCS will run the fiscal-year-end PM-100 report and post it to mi-support once it is generated statewide. Likewise, OCS will generate the PM-103 and post it to mi-support. OCS will announce the postings through a Help Desk email notification. Posting the reports on mi-support will allow all offices to see what reports OCS is using for the evaluation process.

If an office meets each standard, OCS will send an acknowledgement letter to the office. If a county office does not meet a given standard, several opportunities will be available to address the situation, and several IV-D partners will be involved. Each standard will be evaluated separately from the others. For instance, an office may meet the NCP Locate standard but not meet the Medical Support standard.

B. Evaluation Process – Timing and Steps

The CPS evaluation process timing is shown in [Exhibit 1.25E8, Cooperative Reimbursement Program Contract Performance Standards \(CPS\) – Annual Evaluation Process Timing](#). The steps in the evaluation process are discussed in detail below. Each subsection heading below corresponds with a step in the process table. In the parentheses following the subsection heading:

- The number is the number of the step in the table; and
 - The date is the latest date by which the step may be completed. Steps may be completed on or before the given date. Subsequent steps will provide timeframes by which that step must be completed relative to the preceding step's completion.
1. Generate and Review Fiscal-Year-End CPS Reports (Step 1 – October 15; 15th day after FY end)

The CRP states:

The Performance standards will be evaluated as follows: MDHHS OCS will provide reports through Business Objects to measure the performance standards described in the CRP Appendix A. A measure will not be evaluated for the FY if reporting is not available to the Grantee⁴⁵ at the start of that FY.

⁴⁵ The Grantee is specified on the CRP agreement and is listed by county name and the office represented (PA, FOC, or “combined”).

The fiscal-year-end CPS reports⁴⁶ will be available to the county offices, the PMW, OCS and the PLG on October 15 of a given fiscal year.⁴⁷ Each specific standard will be evaluated only for the given fiscal year if that measure's reports are available.

2. OCS PEA Provides Draft *PMW Review Summary Report* and Fiscal-Year-End CPS Reports to PMW (Step 2 – October 15; within 15 days from FY end)

The OCS PEA team will complete an early draft of the *PMW Review Summary Report* and provide it to the PMW with the fiscal-year-end CPS reports.

[Exhibit 1.25E15](#), *PMW Review Summary Report*, is a mock-up of this report.⁴⁸

3. PMW Reviews Reports (Step 3 – October 22; within 7 days of previous step)

The CRP states:

If the Grantee has not met the performance standard and has not improved 5 percentage points over the baseline measure, the PLG will advise OCS on the next appropriate action, including but not limited to requiring a corrective action plan (CAP).

To meet the CPS, each measure must meet or exceed the CPS minimum standard, or improve over the previous year's performance by five percentage points. If the county has not met the minimum CPS standard, then the county's current fiscal year measurement will be reviewed for improvement. The CPS percentage results for the current fiscal year will be rounded to the nearest tenth to determine the percentage of improvement. For example, a CPS measurement of 4.95 percent would be rounded up to 5 percent. A measurement of 4.12 percent would be rounded down to 4.1 percent. An improvement of five percentage

⁴⁶ The CPS MiCSES Work Measurement reports will be available anytime during the year. The fiscal-year-end PM-100 and PM-101 reports will be available on or before October 15 of a given year. This will allow reports to account for the SOP performance measure that may be completed up to 14 days following the end of a fiscal year (e.g., service attempts that were completed within the fiscal year but not updated in MiCSES until after the fiscal year ended).

⁴⁷ If the 15th of the month falls on a Saturday or Sunday, the reports will be available the Monday following the 15th.

⁴⁸ If the *PMW Review Summary Report* is changed in the future to meet the needs of the PMW, OCS, and PLG, this exhibit may not be modified to reflect the changes.

points is considered successful, and would allow the office to meet that standard.

The PMW will review the fiscal-year-end CPS reports and the draft *PMW Review Summary Report*.

4. PMW Provides Final *PMW Review Summary Report* to PLG and OCS (Step 4 – October 24; within 2 days of previous step)

The PMW will provide a final *PMW Review Summary Report* to OCS and the PLG within 2 days of the previous step, or no later than October 24. The report will identify county offices that have met the CPS and those that may need additional actions. The report may also include trends or anomalies that the PMW identified.

5. Contract Manager Contacts County Office (Step 5 – October 31; within 31 days from FY end)

- a. All Standards Met

If the office met or exceeded all CPS thresholds, the contract manager will use EGrAMS to notify the CPS Contact and EGrAMS CPS User with an Acknowledgement Letter from OCS within 31 days of the previous fiscal year end, on or before October 31 of a given fiscal year. The letter will acknowledge the office's accomplishment and include a reference or link to the fiscal-year-end CPS reports.

If the county office has met all standards, then the CPS evaluation process for the fiscal year being evaluated is complete.

- b. Unmet Standard(s): Contract Manager Provides *Response Questionnaire* (RQ)

Within 31 days of the previous fiscal year end (on or before October 31 of a given fiscal year), the contract manager will use EGrAMS to inform the appropriate CPS Contact and the EGrAMS CPS User of the CPS(s) that did not meet the threshold. The contract manager will provide the county office an RQ through EGrAMS.⁴⁹

⁴⁹ A separate RQ may be required for each unmet CPS.

The county office will complete the RQ(s) within EGrAMS, explaining why the office did not meet the CPS(s) and providing detailed initiatives to meet the goal in the future.

For an office with fewer than five employees, an RQ is not required. The contract managers and county offices will refer to Subsection 2.3.2 of this manual section for more information.

Note: Because fiscal-year-end CPS reports will be available to the counties and to the PMW by October 15 following each performance year, county offices should review the reports immediately. By doing so, county staff will know whether or not their county met a standard before the PMW receives the fiscal-year-end reports. OCS expects the county office to immediately establish and begin working an action plan to address any unmet standards. Office staff are expected to begin improvement actions for the given standard even before an RQ or CAP is required. The county office staff will then adjust improvement actions as appropriate by making any changes to the approved RQ or CAP. This will help ensure the office meets the measurement threshold in the year for which the CAP is intended and could help the office avoid a second-year CAP.

6. County Office Completes RQ (Step 6 – November 15; within 15 days of previous step)

Within 15 days of receipt of the RQ and no later than November 15 of a given fiscal year, the county will complete and submit the RQ in EGrAMS. The completed RQ must address each standard that did not meet the performance threshold. The county office may request a meeting with the PLG within this timeframe.

[Exhibit 1.25E16](#) is an example of a *Response Questionnaire* (RQ) completed in EGrAMS.

7. Contract Manager Reviews RQ and Sends It to PMW Subgroup (Step 7 – November 30; within 15 days of previous step)

Within 15 days of receipt of the county office's completed RQ and no later than November 30 of a given fiscal year, the contract manager will review the RQ, clarify responses with the individual identified within the RQ as the RQ county contact person, and send the RQ to the PMW Subgroup with any clarifications.

The PMW Subgroup consists of two OCS staff and one representative each from:

- The State Court Administrative Office;
- The PA; and
- The FOC.

Alternates for the PA and FOC representatives are also named. No PA or FOC representative will review his/her own county's RQ or CAP.

The OCS PEA team will review CARs, IV-D cases, or other documentation submitted with the RQ, and will report its findings to the PMW Subgroup.

The PEA team will review at least 25 percent of the submitted CARs or IV-D cases. If a review of 25 percent of the CARs or IV-D cases does not provide support to recommend against a CAP, the PEA team will continue its review until either all CARs/cases have been reviewed or there are enough passing CARs/cases to recommend against a CAP.

8. PMW Subgroup Reviews RQ and Recommends Next Action to PLG (Step 8 – December 15; within 15 days of previous step)

Within 15 days of receipt of the RQ from the contract manager and no later than December 15 of a given fiscal year, the PMW Subgroup will review the RQ, develop a recommendation for the county's next appropriate actions, and notify the PLG of its recommendation. Lastly, the PMW Subgroup will set an appointment with the PLG upon a county's request.

9. PLG Reviews All Information and Recommends Next Action; OCS Director Determines Next Action and Advises Contract Manager (Step 9 – January 29; within 45 days of previous step)

For each county that did not meet at least one standard, the PLG will review the county's fiscal-year-end CPS reports, the county's RQ(s), and any other information from the county. Within 45 days of the PMW Subgroup's recommendation but no later than January 29 of a given fiscal year, the PLG will advise the OCS director of the next appropriate action for the county, including but not limited to requiring a CAP.

After consulting with the PLG, the OCS director will consider whether or not a county-level CAP is required. A county-level CAP will likely not be required if one or more of the following apply:

- a. Many counties are not meeting a standard, but they are trending upward in performance, and it is reasonable to expect improvement.
- b. The problem identified in the RQ was already corrected. For example, the unmet standard may have been the result of a staff shortage, and vacancies have been filled.
- c. The problem identified in the RQ does not need correcting. For example, the office did not meet the SOP standard due to CARs that were rejected according to IV-D policy.
- d. The unmet standard is due to a systemic issue. This may include an instance where the reports are changed in the middle of a fiscal year and an office's performance declines. If many or all offices do not meet the same standard, considerations for an unmet standard may include:
 - 1) A need to review the metric design to determine if a measurement modification is needed;
 - 2) Implementation of a statewide CAP. This may include revised/new policy, a system fix(es), revised/new training, etc.; or
 - 3) The volume of cases that need improvement is extreme, such as a situation where each county struggled to reach the performance standard.
- e. The PM-102 became unavailable or unreliable.
- f. There are issues with the CPS MiCSES Work Measurement reports, such as the following:
 - 1) Details of cases that pass and fail, and the performance standard percentage are not available or reliable; or
 - 2) Documentation or training is not available.

Taking the PLG's advice into consideration, the OCS director will advise the contract manager of the next appropriate action.

10. Contract Manager Informs County of Next Action and Provides All Information (Step 10 – February 12; within 14 days of previous step)

Within 14 days of being advised by the OCS director of the next appropriate action and no later than February 12 of a given fiscal year, the contract manager assigned to the county will use

EGrAMS to notify the CPS Contact, the EGrAMS CPS User, and the EGrAMS Project Director of the next appropriate action. Additionally, the contract manager will provide the fiscal-year-end CPS reports, the PLG determination, and the subsequent action required by the OCS director, including a CAP, if appropriate.

If a CAP is not required, no further action is needed, and the CPS evaluation process for the fiscal year being evaluated is complete.

11. County Office Completes CAP and Provides It to Contract Manager (if CAP needed) (Step 11 – March 12; within 30 days of previous step)

The CRP states:

If OCS requires a CAP, the Grantee shall prepare and submit within 30 days of notification to their designated OCS contract manager a CAP with specific measurable quarterly goals that correct the deficiencies within the next fiscal year (the CAP fiscal year). The CAP must include an explanation of why the deficiency occurred and the specific actions taken/planned.

Within 30 days of OCS's request for a CAP⁵⁰ and no later than March 12 in a given fiscal year, county staff will complete and submit the CAP in EGrAMS.

a. CAP Completion

If required, county staff will prepare and complete a CAP for each unmet standard with specific measurable quarterly goals that correct the deficiencies within a given timeframe.

The quarterly goals must be measurable. They may be related to the office's performance on the standard in question (e.g., an office could create a goal of 50 percent for their first-quarter CAR Processing percentage). The goal could also be measurable in some other way (e.g., an office could create a goal of hiring three new employees in the second quarter).

The CAP must include an explanation of why the deficiency occurred and the specific actions planned (or taken) to

⁵⁰ Unlike other compliance dates, the 30-day window to complete the CAP is required in the CRP and cannot be changed without a change to the CRP.

improve the standard. The actions will be each tied to one of the measurable goals.

b. CAP Submission

The CAP will be due to the appropriate contract manager within 30 days of the contract manager advising the county office that a CAP is necessary.

If the CAP is not submitted timely, the contract manager will notify the PLG, the CPS Contact, the EGrAMS CPS User, and the EGrAMS Project Director by March 27 (within 15 days after the CAP due date of March 12) to determine the next appropriate action.

[Exhibit 1.25E17](#) is an example of a *Corrective Action Plan* (CAP) as it appears in EGrAMS.

12. Contract Manager Reviews CAP, Clarifies Any Responses With the County, and Provides CAP to PMW Subgroup (Step 12 – April 12; within 30 days of previous step)

The CRP states:

OCS will review the CAP with the PLG as necessary and the PLG will advise OCS on the next appropriate action. OCS will send an email to the office director and provide the PLG determination and the acceptance or rejection of the CAP and any subsequent action required by OCS.

Within 30 days of the county office's completed CAP and no later than April 12, the contract manager will review the CAP, clarify responses with the county, and send the CAP and any clarifications to the PMW Subgroup.

13. PMW Subgroup Recommends Next Actions to PLG (Step 13 – May 12; within 30 days of previous step)

Within 30 days of reviewing the county office CAP from the contract manager and no later than May 12, the PMW Subgroup will determine whether the county office's CAP is acceptable and will provide their next action recommendation to the PLG.

14. PLG Reviews/Provides CAP Recommendation; OCS Director Accepts/Rejects CAP (Step 14 – June 12; within 30 days of previous step)

Within 30 days of the PMW Subgroup's recommendation and no later than June 12, the PLG and OCS will review and discuss the CAP and PMW Subgroup recommendations. The OCS director will consider the recommendations and the CAP, determine whether the CAP is acceptable, and inform the contract manager of the finding.

15. Contract Manager Informs County of CAP Status (Step 15 – July 12; within 30 days of previous step)

Within 30 days of the receipt of the OCS director's findings and no later than July 12, the contract manager will use EGrAMS to inform the county office of the OCS director's findings regarding the CAP. If the CAP is accepted, the appropriate PA or FOC staff will work toward meeting the goals identified in the CAP by the end of the fiscal year.

Note: After a CAP is approved by the OCS director, the office that submitted the CAP cannot change any of its specific measurable goals (e.g., it cannot change a performance goal on a standard from 63 percent to 61 percent), nor can the office extend the CAP beyond the timeframe that was originally approved. Generally, new measurable goals and/or a longer CAP would be accomplished if the office is required to be under corrective action again the following year.

If office staff believe there are extenuating circumstances, they may contact the PLG directly about extending a CAP.

An office may add new activities or actions in support of a goal at any point during the CAP without the need for additional approval.

16. Contract Manager Works With County If CAP Was Rejected (Step 16 – August 12; within 30 days of previous step)

If the OCS director does not approve the CAP, the PA or FOC staff and the contract manager will work together with the OCS director to revise the CAP until the OCS director supports its approval. This will be completed within 30 days of the county office's notification and no later than August 12. Once the CAP is

approved, the appropriate PA or FOC county staff will implement it. This may mean changing the work improvement plan⁵¹ already in place for office staff.

17-20. County Office Provides Quarterly CAP Status Update to CM
(Steps 17-20 – Quarterly CAP Updates; due 15th of July, October, January, and April)

After the OCS director approves the CAP, the appropriate PA or FOC staff will provide a CAP update in EGrAMS within 15 days of the end of the fiscal-year quarter in which the CAP is applicable, or no later than the 15th of the appropriate month⁵² for each quarter that the CAP is applicable.

If the CAP was not yet approved during a quarter, no update will be due to OCS, although the office is expected to have taken some action during that period.

For instance, if a CAP is approved on July 3, 2020, no update will be due for these quarters:

- October 1, 2019 – December 31, 2019;
- January 1, 2020 – March 31, 2020; or
- April 1, 2020 – June 31, 2020.

In this example, the first *CAP Quarterly Update* would cover July 1, 2020 – September 30, 2020, and would be due on October 15, 2020.

The *CAP Quarterly Update* includes some of the same information submitted with the CAP, in addition to updates on corrective actions taken within the quarter and planned for future quarters.

[Exhibit 1.25E18](#) is an example of a *CAP Quarterly Update* as it appears in EGrAMS.

The contract manager will review the CAP update, obtain clarification as needed, and forward the CAP update and any necessary clarifications to the PMW Subgroup.

If, after reviewing the quarterly CAP update, the PMW Subgroup determines that the county office has not complied with the

⁵¹ An office may have implemented work improvement plans before a CAP was finalized. If so, office staff must follow the CAP instead of the previous work improvement plan.

⁵² CAP updates are due October 15 for the quarter ending September 30, January 15 for the quarter ending December 30, April 15 for the quarter ending March 30, and July 15 for quarter ending June 30.

quarterly CAP actions, the PMW Subgroup will notify the PLG to determine the next appropriate action. The PMW Subgroup must provide notification of the noncompliance with the CAP within 30 days after the quarter reported.

21. County Is Evaluated on CAP (Step 21 – October 31; 31 days from fiscal year end)

The CRP states:

If the CAP is not submitted timely, the Grantee fails to comply with the CAP, or there is no improvement at the end of the CAP fiscal year, OCS will consult with the PLG regarding the next appropriate action and may implement any penalty available by law and/or policy, including but not limited to a 50 percent reduction of the county's federal performance incentives for the subsequent fiscal year and each fiscal year thereafter, or termination of the contract.

At the end of each fiscal year in which the CAP is in effect, the contract manager, PMW Subgroup, PLG, and OCS director will work together to evaluate the office's progress. This evaluation will occur within 31 days of the fiscal year end and no later than October 31.

- a. If the county office meets the CAP goal(s) at the end of the fiscal year, and the CAP:
 - 1) Ends with that fiscal year, then the county office will pass the CAP and begin a new fiscal year without a CAP. When a county comes out of a CAP, the established CPS measures will be the expected outcome; or
 - 2) Does not end at the end of the fiscal year (i.e., the CAP includes actions for a subsequent fiscal year), then the county office will pass the CAP for the given fiscal year, and continue with the CAP for the subsequent fiscal year(s).
- b. If the county office does not meet the CAP goal(s) at the end of the fiscal year:
 - 1) The contract manager will consult with the PLG, the FOC and/or PA and the EGrAMS Project Director within 31 days

- after the end of the fiscal year regarding the next appropriate action; and
- 2) The OCS director, in consultation with the PLG, the CPS Contact, and the EGrAMS Project Director, may implement any penalty available by law, policy, and/or the contract. This includes but is not limited to a 50 percent reduction of the county's federal performance incentives for the fiscal year following the CAP fiscal year (the year in which the county attempts to correct deficiencies) and each fiscal year thereafter. OCS may also terminate the contract, which would result in the termination of federal reimbursement for the county.

As long as the CAP is in effect, the county office will continue to report progress on the CAP by providing a *CAP Quarterly Update*.

The contract manager will notify the appropriate county offices of the CAP findings.

22. Conclusion of Process

At the end of this process, depending upon the CAP duration, the CAP may end, or CAP activities may extend into the next fiscal year(s). If the CAP activities extend into the next fiscal year, then the office will continue to report progress on the CAP by providing a *CAP Quarterly Update*.

2.8.4 Evaluation Example

Offices may experience different performance percentages depending upon the CPS and the circumstances of the office and cases. [Exhibit 1.25E9](#) provides a CAR evaluation scenario. It shows how meeting and not meeting a given CPS may impact a county office.

2.9 Historic Anomalies in the CPS Evaluation Process

2.9.1 FY 2020

On May 12, 2020, OCS announced that there would be no CPS evaluation for FY 2020 due to the COVID-19 pandemic and associated office closures.⁵³ OCS continued to provide CPS reports and expected that partner offices would review and analyze those reports as part of their evaluation process. OCS assumed that any office that fell short of CPS benchmarks in FY 2020 had done so due to office closures,

⁵³ Ref: [IV-D Memorandum 2020-013, Partner Operations During the COVID-19 Pandemic](#).

reduced staffing, or other circumstances directly related to the COVID-19 emergency.

2.9.2 FY 2021

On October 1, 2020, OCS announced that CPS training standards would not be evaluated for FY 2021, and that a partial-year evaluation for FY 2021 MiCSES work standards would be contingent on Michigan's phased re-opening after the COVID-19 pandemic.⁵⁴ Since Michigan did not reach the "post-pandemic" phase by June 1, 2021, there will be no CPS evaluation for FY 2021.

SUPPORTING REFERENCES:

Federal
45 CFR 302.34
45 CFR 304.21
45 CFR 305.63

REVISION HISTORY:

[IV-D Memorandum 2021-020](#)
IV-D Memorandum 2020-009
IV-D Memorandum 2019-015
IV-D Memorandum 2018-014
IV-D Memorandum 2018-009
IV-D Memorandum 2018-002

⁵⁴ Ref: [IV-D Memorandum 2020-029, Contract Performance Standards During Fiscal Year 2021](#).