



STATE OF MICHIGAN

DEPARTMENT OF HEALTH AND HUMAN SERVICES
LANSING

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GOVERNOR

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IV-D MEMORANDUM 2026-005

TO: All IV-D Staff*
FROM: Monica S. Bowman, Interim Director
Office of Child Support (OCS)
DATE: January 29, 2026

UPDATE(S):

- Manual
- Form(s)

SUBJECT: Introduction of OCS’s Workforce Coordination Team

ACTION DUE: None

POLICY EFFECTIVE DATE: Upon receipt

PURPOSE:

This IV-D Memorandum introduces and provides an overview of OCS’s Workforce Coordination Team (WCT). This memorandum is informational only and does not introduce any new statewide policy or procedure.

DISCUSSION:

A. Overview

OCS created the WCT to better understand the needs of first-line staff and ensure those needs are reflected in program and system development. This initiative supports the Michigan Child Support Program’s Strategic Plan goal to become more human-centered and improve the customer experience. Over the past few years, OCS has been incorporating human centered design (HCD) principles into its initiatives, services, and technology. HCD emphasizes listening to and incorporating user perspectives to deliver more effective and meaningful outcomes.

When working with OCS on several projects that used HCD principles, the child support community expressed a strong desire for greater involvement in shaping program priorities and business decisions. In response, OCS established the WCT to facilitate a structured process to better incorporate partner perspectives in decision-making.

The WCT is part of OCS's Program Development Division (PDD). It includes one lead and three coordinators. Each coordinator is assigned one of the following functional areas: Case Management, Enforcement, and Financials.¹ This structure supports focused training, deeper subject matter understanding, and a more balanced distribution of responsibilities across the team.

The WCT is designed to serve as a bridge between first-line staff, IV-D program administration, leadership, and system development, creating stronger connections and fostering collaboration across all levels of the program. This approach reflects OCS's commitment to building a more human-centered organization and creating systems that meet the needs of both the people served and those who deliver services every day.

The WCT will:

- Conduct outreach that is supportive, inclusive, and responsive to the needs of county offices, OCS, and the IV-D program;
- Focus on understanding the real-world needs of IV-D staff by gathering feedback through interviews, surveys, and direct observation;
- Leverage feedback and provide recommendations that help refine policy and program goals into clear business needs and guide technology solutions to align with the program's vision and strategic plan; and
- Play a role in planning and prioritizing software development, reviewing system documentation, and ensuring updates lead to more effective and efficient service delivery across the child support program.

The Prosecuting Attorney Liaison and the Friend of the Court Association (FOCA) Liaison (housed within the State Court Administrative Office) will continue to provide support in their respective areas. In contrast, the WCT will engage with first-line staff across all IV-D offices and take on a broader, system-focused, exploratory role. The WCT will collaborate with both liaisons on goals to promote consistency, strengthen communication, and support a unified approach to statewide priorities.

B. Workforce Coordination Team (WCT) Activities

To gather program insights and share perspectives informed by direct experience with first-line staff, the WCT will participate in Work Improvement Teams (WITs) and workgroups, as well as Ticket Assessment Group (TAG), IT Planning, Joint Application Design (JAD) meetings, and other assignments as appropriate.

¹ WCT members are IV-D staff who have completed all security and confidentiality requirements and have full access to the Michigan Child Support Enforcement System (MiCSES) and the Data Warehouse.

Additionally, the WCT will actively engage with IV-D staff, especially first-line staff in Prosecuting Attorney (PA) offices, Friend of the Court (FOC) offices, combined offices, and OCS. This engagement will include participating in various conference calls, meetings, events, and conferences. The WCT will also conduct outreach to local offices, both virtually and in-person.

C. Office Visits

Office visits will take place when the office manager or leader invites the WCT.² The WCT will collaborate with office leadership to plan visits and jointly shape content and structure to reflect shared priorities, adjusting actions described in Sections 1-3 below as needed based on this collaboration.

Beginning in early 2026, the WCT will start conducting in-person visits to offices. The team aims to complete two office visits per month;³ however, this may vary based on office and OCS resource availability. When in-person visits are not feasible or if preferred by the office, the WCT can meet virtually. In addition, WCT staff can arrange virtual follow-up meetings after in-person visits to ensure continued engagement. The WCT's long-term goal is to connect with as many offices as possible through ongoing outreach and collaboration.

The intention of these office visits is to work with first-line staff to:

- Identify and understand the day-to-day challenges and needs of child support staff;
- Identify gaps in statewide systems, tools, and processes;
- Strengthen collaboration and continue fostering trust between OCS and local offices;
- Collaborate on potential system solutions or improvements based on user input; and
- Reach users and offices that have limited capacity to participate in existing feedback opportunities.

A key goal of the WCT's office visits is to expand and diversify user involvement in system and program development. OCS recognizes that many offices face resource limitations that make it difficult to participate in statewide workgroups or feedback

² Offices interested in hosting a visit or sharing ideas can contact the WCT using the information provided in Section E of this memorandum.

³ For counties with separate PA and FOC offices, a visit to either office will count as one visit. For counties where PA and FOC functions are combined into a single office, that combined office visit will also count as one visit.

opportunities. By going directly to first-line staff, the WCT will create more accessible and inclusive ways for staff to share their experiences, ideas, and challenges. This approach will ensure that a broader range of voices helps shape the future of the IV-D program.

1. Planning the Visit

Each in-person office visit is expected to last approximately three to five hours, depending on the office's capacity, the coordinator's availability and location, and the topics identified for discussion. Prior to the visit, the coordinator will contact the office to plan logistics, confirm discussion areas, and identify key staff⁴ to meet with.

The office will determine the location of the visit, but with the office manager's permission, coordinators may observe workflows or have staff walk through specific system functions to better understand how MiCSES and related tools are used in practice.

Typically, one coordinator will attend the visit; however, a second coordinator may join for training purposes or to provide additional support. In some cases, staff from PDD or MiCSES may participate to assist with specific topics or gain insight into office operations. The WCT aims to meet with a range of first-line staff whose roles align with discussion topics.

2. During the Visit

The visits are designed to be collaborative, supportive, and focused on listening to and learning from first-line staff. Visits are also intended to be flexible and responsive to each office's needs, ensuring discussions focus on topics most relevant to office operations.

a. What Is Included in a WCT Visit

During a WCT visit, staff can expect:

- **A welcoming, informal conversation.** The WCT is there to learn about the IV-D office's day-to-day work, challenges, and ideas – not to assess performance or enforce policy;
- **Opportunities to share feedback.** WCT members will invite IV-D staff to talk about what is working well, what is not, and where improvements could be made in policy, systems, tools, or processes;

⁴ The coordinator will work with the office to identify which staff are best suited for the discussion, based on the office's structure and the topics being addressed.

- **Observation and listening.** WCT members may observe workflows or shadow staff (with permission) to better understand how they use MiCSES and other tools in real-world settings; and
- **Discussion of potential solutions.** The WCT may explore ideas with staff for improving tools, policies, or procedures.

WCT visits are designed to build trust, strengthen communication, and ensure that first-line voices play a meaningful role in shaping the future of the IV-D program. These visits will provide an opportunity for open dialogue, collaborative problem-solving, and sharing ideas that support continuous improvement.

b. What Is Not Included in a WCT Visit

To maintain the focus on collaboration and OCS learning about first-line staff experiences, WCT visits will **not** include the following activities:

- Conducting audits or compliance reviews;
- Reporting on individual or office performance;
- Directing how offices should operate;
- Providing technical troubleshooting or operational assistance for MiCSES or program processes; or
- Delivering formal training or policy instruction.

3. After the Visit

Following each visit, the WCT will create a summary report that includes key themes discussed and any identified follow-up items. The WCT will send the summary report to the office participants for review before sharing it with OCS. Along with the summary, the WCT will offer an optional opportunity for the office to provide feedback on the visit to help improve future visits. If additional follow-up is needed, the WCT may reconnect with the office to support next steps or collect further information.

WCT coordinators will share feedback gathered during visits with OCS leadership, system staff, policy teams, training staff, and others to inform future decisions. OCS will use this feedback to inform system and program improvements and will share it in aggregate unless otherwise agreed upon. The WCT will follow up with offices to share outcomes or updates when possible.

While the office providing feedback will be identified for context, no individual staff member will be named to protect confidentiality.

D. Outreach

WCT coordinators may reach out to offices for a variety of reasons, all intended to strengthen collaboration and ensure first-line perspectives are reflected in statewide efforts. Outreach may include:

- Inviting participation in JAD sessions, WITs, or other workgroups;
- Requesting input on a specific issue, system improvement, or special project that would benefit from IV-D staff insight;
- Following up on feedback previously shared by the office or through other engagement channels; and
- Exploring opportunities for collaboration that support shared goals and improve service delivery.

E. WCT Contact Information

The WCT encourages IV-D staff to share ideas, ask questions, and express interest in future initiatives.

To invite the WCT for an office visit or to submit suggestions, IV-D staff may email MDHHS-OCS-WorkforceCoord@michigan.gov.

Office visits will be scheduled in the order invitations are received and based on team availability. Because the WCT can accommodate a maximum of two visits per month, scheduling may vary depending on demand and resource constraints.

F. Additional Information

For more information about the WCT and its members, visit the [Workforce Coordination Team page](#) on mi-support.

NECESSARY ACTION:

Retain this IV-D Memorandum until further notice.

REVIEW PARTICIPANTS:

OCS Workforce Coordination Team Advisory Group
Collaboration Workgroup
Program Leadership Group

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None

ATTACHMENT(S):

None

MSB/RM

* Ref: the [Michigan IV-D Child Support Manual Introduction and Table of Contents](#) for a definition of IV-D staff.