

Serving North Carolina's Individuals and Families:
A Practice Model for County Departments of Social Services

Fall 2012



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Thank You

In a time of ever shrinking resources counties are continually striving to deliver services in a way that seeks to improve the customer's experience and deliver benefits in an accurate, timely fashion. As we continue to experience increased demand for our services, the time is right for identifying areas of improvement in both service delivery and process efficiency. NC FAST will be an important tool in supporting operational and customer service improvements, and makes these efforts especially timely. We are incredibly fortunate that county offices have been innovating for years and have identified techniques to deal with these incredible challenges. And for that, we express our gratitude. Going forward, we would like to challenge local departments of social services to continue to create an environment where staff feel that they are free to innovate and develop processes that will, in turn, increase the timeliness and accuracy of service delivery, reduce churn and offer alternative options of applying for consumers, and create a healthier, more efficient environment and process for service delivery.

A special thank you is extended to the county and state staff who developed this practice model in partnership.

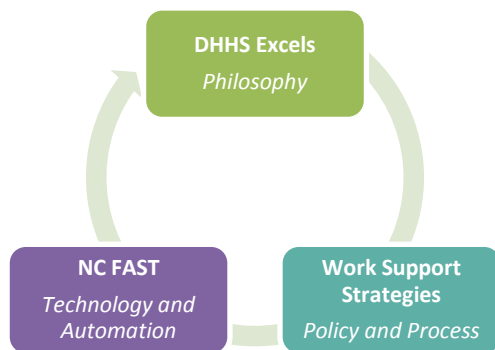
Preface

Background

North Carolina is pursuing a new vision for service delivery across our state’s health and human services programs, building upon the significant accomplishments made by local agencies in recent years. All counties have historically worked to achieve the same overarching goal – connecting needy families with public and community resources – in various ways and using many strategies. Severe economic downturn and unprecedented caseload increases require a smarter way of doing business in North Carolina.

As part of the Work Support Strategies (WSS) grant initiative, funded by the Ford Foundation, Open Society Foundations, and Annie E. Casey, North Carolina has engaged in a comprehensive self-evaluation of how we administer health and human services programs in our state, with a strong focus on the customer experience. This self-reflection included policy development and simplification, a review of local processes, understanding the role of community partners, and preparations for the implementation of North Carolina Families Accessing Services through Technology (NC FAST) system and the Affordable Care Act (ACA). North Carolina Department of Health and Human Services (DHHS) worked closely with a consortium of counties (including leadership, management, and line staff), community stakeholders, and customers to gain a true understanding of our strengths and opportunities of our administration of health and human services programs.

WSS is one of three aligned initiatives all working toward finding a better way to do business in our state. WSS is firmly rooted in the vision, mission, values, and service goals of DHHS Excels and NC FAST.



DHHS Excels is a recent initiative aimed at shaping a new organizational culture that is customer-focused, anticipatory, collaborative, transparent, and results-based. NC FAST is the state’s new integrated case management system that will enable workers to spend less time on administrative tasks and more time assisting families. DHHS Excels, NC FAST, and the WSS vision for change described above all support the three primary WSS goals, which have provided additional context – and momentum – for WSS efforts in North Carolina:

1. Increase the share of low-income working families that receive and keep the full package of work support benefits for which they are eligible.
2. Reduce state administrative burdens and burden on customers through improvements in government effectiveness/efficiency.
3. Glean lessons learned from the demonstration states to inform broader state and federal policies through a rigorous evaluation.

Vision for Service Delivery in North Carolina

With 2.1 million people each year receiving our health and human services programs, it is imperative that we identify opportunities to provide better service for our customers, better manage the workload, and adequately prepare for the implementation of NC FAST and the ACA. Work Support Strategies has identified the following seven tenets that will guide the creation of our new service delivery system:

- 1. Families will tell their story once and receive the services they need.**
2. There will be no wrong door to accessing benefits. Customers will have a choice in when, where and how they access benefits.
3. Community partners will provide new avenues for accessing services.
4. The state and counties will work together to make operational improvements, maximize the use of technology, and make the service delivery system as efficient as possible.
5. Customer service, efficiency, and data will drive the development of service delivery models and the development of staffing roles.
6. Counties will retain flexibility in how they implement, but outcomes, performance, and a positive customer experience will provide the ultimate measure of success.
7. Accessing benefits will not be a hindrance to working families. Service delivery will be designed in a way that supports working families and their ability to maintain employment.

As a state-supervised and county-administered state, North Carolina has a unique ability to explore new processes and ways to gain efficiencies. This practice model seeks to build upon that strength by sharing performance measures, indicators, and best practices that counties believe should be utilized across the state to help support their one hundred peer counties in their effort toward improving how they delivery services.

The Practice Model

This tool was developed by counties for counties, and is intended to aid local agencies in operationalizing the vision for service delivery in North Carolina. This practice model is a conceptual map and organizational ideology of how agency employees, partners, families, and stakeholders should come together to increase the share of low-income working families that receive and keep the full package of work support benefits for which they are eligible.

In its basic form, the practice model will serve as a county's guide for how they interact with clients, alter their business processes to improve the customer's experience and streamline processes for staff, and work together with stakeholders to achieve their desired outcomes. The practice model will make the connection for county staff on how the work that they do, the business process, quality assurance, partnerships, and use of automation align with the customers' experience to achieve its mission, vision, and strategic goals.

This practice model is designed to help counties set local goals to enhance services for customers, increase engagement within our communities, and address workload management for staff. This tool

includes clear, actionable recommendations designed to enhance operations and overall customer service. Goals of this practice model include:

- Giving county staff a better understanding of the common expectations for providing the best possible service to customers.
- Developing a common understanding between agency staff and partners of DHHS goals, procedures, and practices. Additionally, to help all staff understand the rationale behind them these goals, and to hold their team responsible for providing the best services possible to needy families.
- Assisting counties in initiating a cultural shift toward more effective and efficient service delivery.
- Building capacity in staff of all classifications to consider the large picture of service delivery when working with families in their local agency.
- Helping counties strategically enhance operations and service to customers through the model's use in all areas of agency operations on a daily basis.

The constraints and pressures facing health and human programs are consistently evolving, and so too must our response. County DSS management teams are encouraged to review the Practice Model with their staff and consider how the various goals, concepts, and best practices can be implemented to strengthen local service delivery. Counties should reference this tool on an ongoing basis, integrating it into ongoing evaluation activities and staff hiring and training activities. Doing so will help all staff, regardless of their classification, to gain a better understanding of how the agency's mission and values informs day to day operations.

The practice model is a document that will evolve and change based on systematic and environmental changes and should be updated at least annually.

Chapter I: The Customer Experience

Overview

Current business process often results in multiple touches on a single case, the same information being submitted to the agency many times, and programs that operate in silos. The ultimate goal of local DSS agencies is to provide holistic and high-quality customer service that connects North Carolinians with the services they need to help them achieve safety and stability. This chapter identifies standards by which our overall customer experience should be measured. Overall goals should include:

- Customer interactions should be constructive, supportive, and solution-oriented. The application process is often brought about through a crisis; agencies and their staff should place high value on supporting the customer.
- Establish eligibility and authorize issue benefits as quickly as possible.
- Agencies should make it as convenient as possible for customers to keep their jobs and manage their benefits.
- Making a concerted effort to ensure that customers are receiving all of the benefits for which they are eligible and in need
- Approaching the relationship with customers as a partnership.
- Ensuring all customer interactions are value-added. Every interaction should be viewed as an opportunity to resolve or improve a customer’s situation, making “every touch count”. – agencies should make “every touch count.”

CHAPTER I: THE CUSTOMER EXPERIENCE	
Goal	Indicators
<p>1. Allow customers to choose the level of personal service they want, and ensure that their desired application method is secure and reliable.</p>	<ul style="list-style-type: none"> ▪ Customers have access to remote, automated, and/or electronic application process, as well as a traditional in-person application process at all times. ▪ Customers have an option to manage their cases without communicating in person or over the phone with a specific caseworker. ▪ Customers receive a confirmation of agency receipt for any piece of their application submitted through automated, electronic, or self-serve methods.
<p>2. Create a friendly atmosphere in the agency that makes customers confident that they will receive solutions within that visit.</p>	<ul style="list-style-type: none"> ▪ All customers either get resolution to a problem or have a resolution plan within the same business day. Every effort is made to respond to customer issues on the same day. ▪ All customer messages and voicemails are returned by the next business day. ▪ Measures are in place to ensure that voicemails are checked regularly, even if by another staff member.

CHAPTER I: THE CUSTOMER EXPERIENCE

Goal	Indicators
	<ul style="list-style-type: none"> ▪ Voicemails are a response of last resort – customers can speak with staff on demand, and those staff are equipped with skills and knowledge to resolve the majority of customer issues.
<p>3. Engage with customers and community stakeholders to find ways to improve processes and better meet community needs.</p>	<ul style="list-style-type: none"> ▪ Every county tracks customer satisfaction using a current and appropriate survey tool and communicates the results to relevant stakeholders, including office staff.
<p>4. Reduce customer churning, defined as a lapse in benefits for reasons other than eligibility.</p>	<ul style="list-style-type: none"> ▪ Counties take measures to prevent customer churning as a result of simple administrative requirements (i.e. missing verifications or other document). ▪ Reduce by 75%, applications from customers who have been on assistance sometime within the past 60/90 days, who were denied and lost benefits for procedural reasons
<p>5. Create an environment that is friendly and provides customers with key information.</p>	<ul style="list-style-type: none"> ▪ There is simple and understandable signage that directs customers through the office. ▪ All mandatory information regarding program access is posted. ▪ Signage and program materials are available according to Title VI requirements. ▪ Relevant information concerning community resources is available in the waiting room. ▪ The office is family friendly and is safe for children. ▪ Staff effectively identify language and literacy barriers immediately and connect customers with the necessary resources.
<p>6. Minimize customer wait time.</p>	<ul style="list-style-type: none"> ▪ Counties work to reduce collective lobby wait time by 50%. ▪ Upon arrival, customers are triaged based on complexity of the case need. ▪ Simple interactions that can be addressed quickly (e.g. reporting address change, picking up an application) are put on a fast track (see #7 below). ▪ Customers have multiple ways to conduct business and access services.
<p>7. Station decision-makers are up front so changes are processed as quickly as possible.</p>	<ul style="list-style-type: none"> ▪ Decision makers are stationed in the lobby to take immediate action on changes and other general case needs. ▪ Capacity of all current front-line administrative staff is increased to process

CHAPTER I: THE CUSTOMER EXPERIENCE

Goal	Indicators
	<p>case changes, such as address and household composition changes.</p>
<p>8. Increase timeliness.</p>	<ul style="list-style-type: none"> ▪ 100% of customers should receive benefits within the required timeframe. ▪ Once a county has received all required documentation to complete a case, 100% of cases should be fully processed by the next business day. ▪ 75% of eligibility decisions should be made on the same day of application. ▪ Reduce processing time for accessing services by 25% over statewide average. ▪ For applications received through E-Pass, counties will call the customer as applications are received (within one business day) to conduct an interview (if required).
<p>9. Customers have a choice in how they access their benefits, with the option to choose from a variety of access points.</p>	<ul style="list-style-type: none"> ▪ Multiple points of entry exist, including in person and electronic methods within the agency, community partners, and online through E-Pass.
<p>10. Counties have a collaborative approach to working with other social services programs and community partners.</p>	<ul style="list-style-type: none"> ▪ Community members and stakeholders are involved and considered in decision-making, when appropriate. ▪ Counties have created formal agreements to evaluate feasibility for with community partners who to support eligibility and referral processes. ▪ Counties have effective policies and procedures to manage inter-county transfers and collaboration between counties.

Chapter II: Policy, Process, and Procedures

Although much of our policy is issued at the state and federal levels, counties should be proactive in addressing current business needs through a careful review of existing policy and in eliminating extraneous, non-required efforts. Counties should encourage a management style among staff that maximizes policy freedoms and pursues innovative solutions. In addition, counties are encouraged to work actively with program representatives, consultants, state staff, and workgroups, to bring notice to policy issues that are negatively impacting affecting local operations and to be active participants in finding a resolution.

Local process and procedures, in tandem with policy, have a direct influence on the customer experience. Traveling to a local DSS office can be both expensive and inconvenient for most many of our customers, and to build trust with customers, local offices need to have protocols in place to offer expedited, efficient service delivery through a variety of venues with little to no lost paperwork. Counties are encouraged to pursue an entrepreneurial approach toward process and service delivery within the boundaries of established policy. Where there is room on the local level, counties should tailor policy, process, and procedures to best meet the needs of customers in their county making sure to look closely at any business process or internal procedures that cause inefficiency or don't meet the goals of high quality service delivery.

CHAPTER II: POLICY, PROCESS, AND PROCEDURES	
Goal	Indicators
<p>1. Reduce unnecessary information and verification collection.</p>	<ul style="list-style-type: none"> ▪ Counties only request what is absolutely necessary to determine eligibility, and do not request verifications that are not required in federal or state policy. ▪ All information known to the agency is shared with other programs.
<p>2. Align all certification periods within each family across multiple programs.</p>	<ul style="list-style-type: none"> ▪ All certification periods within the same household are aligned across all programs. ▪ Staff use rolling certification periods to recertify benefits when the customer is in the office for any reason.
<p>3. Ensure customers clearly understand and use the process within the agency to apply for benefits.</p>	<ul style="list-style-type: none"> ▪ A guide person is available in the waiting room to explain the process to customers, triage needs, and direct customers. ▪ Customers do not need to come into the office to know what they need to apply. Counties are proactive about getting information to customers in a user-friendly, accessible way.
<p>4. Utilize an efficient workflow management models to maximize staff time and provide outstanding customer service.</p>	<ul style="list-style-type: none"> ▪ Counties explore the concepts behind case banking and task management to determine whether it's appropriate for their county. ▪ Counties assess and improve workflow to

CHAPTER II: POLICY, PROCESS, AND PROCEDURES

Goal	Indicators
	<p>support WSS goals, ideally prior to NC FAST implementation.</p>
<p>5. Develop express options available to expedite simple customer requests.</p>	<ul style="list-style-type: none"> ▪ County policies and procedures are in place to manage customer needs by complexity, ranging from simple customer changes to complex applications. ▪ Express options exist for simple customer changes.
<p>6. Provide access to self-service and automated options for submitting applications and required paperwork.</p>	<ul style="list-style-type: none"> ▪ Customers have access to a copier or scanner to make copies of verifications. ▪ A drop box or other tool is located in the lobby and/or outside the building for customers to submit applications, verifications, or other required paperwork. Drop boxes have a log for customers to indicate that they have dropped something off.
<p>7. Engage in a mindful, intentional, and ongoing evaluation of business processes and procedures to figure out how to better address customer needs.</p>	<ul style="list-style-type: none"> ▪ Counties have mapped current business processes. ▪ Counties have conducted analysis of ways to eliminate unnecessary steps, incorporate technology and automation into the process, and maximize customer entry points. ▪ Office procedures are to be reviewed and updated on a monthly basis. ▪ Staff have the opportunity to provide feedback via an office-wide meeting at least monthly.

Chapter III: Partnerships

Developing and collaborating with community partners is one trait of highly successful departments of social services. Community partners play a vital role in supporting our local citizens, and if both sides work together, we can have a positive impact on the citizens that we both serve. To develop high quality, holistic service delivery, counties should engage with traditional partners – food banks, churches, aging agencies, and local mental health providers services –, as well as with the broader community. Non-traditional partners, such as grocery stores, area community colleges, and transit partners are also critical to the success of county efforts. We are all working together and providing services to the same families, and those families may access services at different places to get services. To be successful, counties should look to partners that they rely on to fill gaps or provide additional points of access.

CHAPTER III: PARTNERSHIPS	
Goal	Indicators
1. Create a community network where the social services safety net is viewed as a shared responsibility.	<ul style="list-style-type: none"> ▪ Counties have a consortium of community partners that are actively engaged in serving eligible families in need.
2. Engage the consortium of partners who are situated throughout the community and are effective at meeting customers where they are.	<ul style="list-style-type: none"> ▪ Counties engage non-traditional partners (i.e. grocery stores for SNAP benefits). ▪ Counties engage in beneficial, traditional partnerships, such as food banks, related county offices, religious and cultural organizations, hospitals, physician’s offices, and pharmacies.
3. Provide community partners with access to the necessary program and capacity building resources for them to be successful.	<ul style="list-style-type: none"> ▪ Counties provide partners with access to ongoing training, technical assistance, and available customer information to support their work. ▪ County partners have the capacity to support the agency’s goals and reduce workload for agency staff. ▪ Counties increase the percentage of assistance work that partners take on share.

Chapter IV: Technology and Automation

The world of automation in health and human services programs is changing at a rapid pace. The state is currently rolling out the North Carolina Families Accessing Services through Technology (NC FAST) integrated case management system. The technological solutions offered by NC FAST will be a powerful tool for realizing the WSS vision, and the WSS vision will be a powerful tool for maximizing the potential for NC FAST. The implementation of NC FAST will bring a portion of this to our state, but must be accompanied by an appropriate process that further takes advantage of technology. The success of each one drives the success of the other, and by working in tandem WSS and NC FAST can ensure North Carolina provides a higher level of service to its citizens.

Technology and automation are essential to ensuring that families only have to tell their story once and subsequently minimizing the handoff of information once they are doing business with the agency. The manual information sharing processes is becoming an obsolete business process. Counties should utilize any additional systems at their disposal to supplement what is provided by the state.

CHAPTER IV: TECHNOLOGY AND AUTOMATION	
Goal	Indicators
1. Utilize technology systems to obtain information that can be used to enhance customer services.	<ul style="list-style-type: none"> Counties use all information obtained from all available online verification sources.
2. Leverage internal technology systems and data reports in order to better understand current agency environment.	<ul style="list-style-type: none"> Counties have established and effective reporting procedures in place to produce reports on a regular basis.
3. Maximize real time data sources.	<ul style="list-style-type: none"> Staff reference data that is available in real or short time often and base management decisions on that information.
4. Maximize automated processes.	<ul style="list-style-type: none"> Counties establish a system to manage customer calls and address 50% of customer issues in a single interaction. Counties undertake internal planning efforts to determine how improved technology tools will influence/support workflow, staff, county operations, and the realization of WSS goals. Counties have a process to not only manage calls but also to respond and process case modifications within one business day. Counties actively engage technology to offer alternatives to in-person visits. Counties have a process to ensure that when a customer provides information to the agency, it is shared with and utilized by other programs.
5. Manage documents more effectively through the use of technology.	<ul style="list-style-type: none"> Counties have a system, policies, and procedures for managing documents and can

CHAPTER IV: TECHNOLOGY AND AUTOMATION

Goal	Indicators
	<p>easily locate customer documents.</p> <ul style="list-style-type: none"> ▪ Counties have a process to reduce lost documentation. ▪ There is greater information sharing across programs through increased access to customer documents.
<p>6. Utilize available technology to leverage current customer verification information already known to the agency and share new information with other programs.</p>	<ul style="list-style-type: none"> ▪ Counties identify and use all available information sources to verify customer eligibility. ▪ Counties pursue third party verifications prior to initiating additional customer contact.
<p>7. Maximize technology when communicating with customers.</p>	<ul style="list-style-type: none"> ▪ As policy permits, counties should increase the percentage of non-face to face interview methods that will offer an equivalent level of service as face-to-face ▪ Counties utilize non-traditional methods such as social media to communicate with customers and let them know about supportive community resources and what they need to apply. ▪ Counties utilize other technology to remind customers of upcoming requirements, due dates, certification periods, etc (texting and automatic phone blasts).

Chapter V: Human Resources and Staff Development

As the environment of health and human services programs has evolved, so too has our human resources and staff development needs. Even in this age of automation, our staff people are still the driving force in every county. We will continue to need staff who are hired into the right position and trained appropriately, and we must provide them with measurable expectations. Counties must work to continue to nurture our greatest resource by:

- Hiring based on our changing needs. Local agencies need different knowledge, skills, and abilities as we enter this new phase of service delivery.
- Acknowledge that human reasoning and program knowledge will continue to be essential as we rollout NC FAST.
- Assisting to remove barriers put up by formal state hiring policies. Advocate for OSP policies that enable counties to get and keep competent, engaged, and well-trained staff.
- Creating an environment of data-driven staff performance.

CHAPTER V: HUMAN RESOURCES AND STAFF DEVELOPMENT	
Goal	Indicators
1. Align position classification with county needs.	<ul style="list-style-type: none"> ▪ Counties explore options available within state classification structures for positions that can address changing business and customer needs.
2. Develop effective and clear professional development plans (PDP) that are reviewed on an ongoing basis.	<ul style="list-style-type: none"> ▪ All staff has a PDP in their HR file with realistic short and long term improvement goals. ▪ All staff review their PDP individually and with their immediate supervisor on a quarterly basis. ▪ The PDP serves as a resource for improving performance and is utilized in assessing growth opportunities on a regular basis.
3. Provide all staff with a clear understanding of their performance measures and expectations.	<ul style="list-style-type: none"> ▪ Counties are clear and specific concerning the skills needed for positions and make hiring decisions based on those skills. ▪ Each staff person has clear and measurable expectations for their position. ▪ Staff understand the specific measures that they will be evaluated against.
4. Provide management oversight, coaching, and support to all staff members.	<ul style="list-style-type: none"> ▪ Managers engage in ongoing supportive and capacity building efforts with staff at all levels. ▪ Counties have a formal process for developing, considering and implementing staff-generated recommendations for process, policy and overall operations improvements.
5. Enhance subject matter expertise on the	<ul style="list-style-type: none"> ▪ All counties ensure that trained staff with

county level.	data mining and policy expertise are available.
6. Training is provided to staff at all levels.	<ul style="list-style-type: none"> ▪ County staff shall receive training on interviewing skills and how to obtain get the necessary information from customers as quickly as possible.
7. Recognize staff members for outstanding customer service and timely, accurate processing.	<ul style="list-style-type: none"> ▪ At least quarterly, management will recognize staff members for positive feedback from customers, quality case processing, and/or other excellent performance.

Chapter VI: Program Integrity

Program integrity efforts are an essential aspect of effectively managing the federal and state funding that supports our health and human services programs. With the scrutiny that this service often undergoes, North Carolina would more effectively address more program integrity cases by making this an agency-wide endeavor with more creative sources to verify information up front and on the back end. The framework within this section addresses ways that North Carolina can ingrain program integrity functions into each step of the case management process, from the initial eligibility determination process through ongoing case maintenance. The following strategies and goals will help counties more effectively address program integrity through enhanced information sharing, data matching, and audit preparation, as well as aggressive targets for traditional program integrity indicators.

CHAPTER VI: PROGRAM INTEGRITY	
Goal	Indicators
1. Counties address potential program integrity issues up front.	<ul style="list-style-type: none"> All county staff are trained in identifying potential program integrity issues throughout the application process, from the initial customer interaction to final eligibility determination.
2. Utilize nontraditional data sources to support program integrity efforts.	<ul style="list-style-type: none"> With state agreement, contracts and/or MOUs are developed with non-traditional county agencies to identify individuals owing funds or believed to be noncompliant. (i.e. access DMV and recreational licensure data to help locate parents who were behind in child support, or had never started paying in).
3. Reduce external program integrity risks with service providers.	<ul style="list-style-type: none"> Introduce an audit risk assessment for providers in order to reduce the strain of annual program audit.
4. Ensure cases are accurate and up to date.	<ul style="list-style-type: none"> Agency error rate should meet or exceed federal accuracy rates for each program. Negative agency error rates are reduced to or below the state's negative error rate for each program. Counties focus on fraud and error prevention (rather than pay-and-chase approaches). Counties work in conjunction with the state to use errors as case studies/learning opportunities.

Chapter VII: Data Analysis

For the vast majority of counties, data is currently used as a tool to meet standard compliance metrics (timeliness and accuracy) as opposed to program improvement or strategic planning. While this data is important for program management and accountability, it only tells part of the story. Counties need to understand where and how their service delivery system is efficient or burdensome, whether families are receiving all of the services they need and staying on the services they have, and which solutions might be the most effective to alter their course.

Through sources such as the UNC-CH School of Social Work’s Management Assistance website, XPTR, Data Warehouse, and NC FAST, data is available to assist counties with diagnosing operational inefficiencies, designing improvements, and conducting ongoing monitoring. Due in part to our collection of extensive information about the services we deliver and the families we deliver them to, we have countless pieces of data about families’ circumstances, demographics, and program participation, as well as our ability to deliver those services. Counties are encouraged to begin to mine this information and use it in their day-to-day and strategic decision-making. The move to collecting data on service provision and individual and family outcomes can help counties analyze the effectiveness of their programs and consider adapting services, policies, and procedures as necessary to improve their outcomes.

CHAPTER VII: DATA ANALYSIS	
Goal	Indicators
1. Develop the capacity for manager to know what data is available and have a list of regular reports that they review on an ongoing basis.	<ul style="list-style-type: none"> Managers review and analyze customer traffic patterns, pending lists, timeliness reports, processing times, denial reasons, error/accuracy rates, churning, reported changes, and referrals to program integrity.
2. Access available information.	<ul style="list-style-type: none"> There is sufficient subject matter expertise within a county to be able to run reports, extract information from the data warehouse, and perform ongoing data mining. Counties will utilize HR data to determine hiring and training practices.
3. Align available data and service goals to set performance benchmarks for their county.	<ul style="list-style-type: none"> Managers identify monthly operations or performance goals for the office.
4. Reference available data in day to day management decision making on resources and operations.	<ul style="list-style-type: none"> Resource dedication and processes change as business and customer needs change. Managers are able to tailor their operation to increases and decreases in customer traffic and application volume.