

Child Support Enforcement Division



Strategic Plan FY 2008-2012

Envisioning the Future Together...

...With Focus on Customer Outcomes

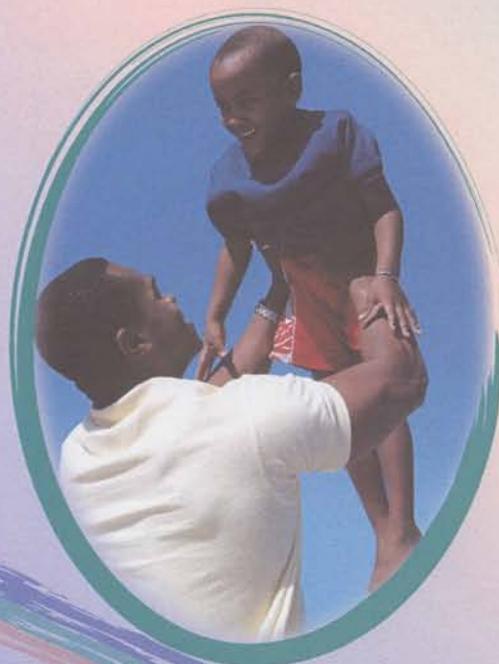


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Dear Friends of CSED,

On behalf of our program and all of the children that we serve, we are pleased to provide you with our 2008 – 2012 CSED Strategic Plan. Oklahoma's Child Support Enforcement program has taken a long look at how we can improve services to our customers and how we can continue to improve upon the outcomes we seek for their families.

Our strategic plan features bold steps aimed at approaching our work from a more holistic viewpoint, building upon partnerships and collaborations with all parts of the social service community to help our customers succeed. Our plan will guide us in our efforts to remain and grow as a high-performance organization, increasing our resources to effectively utilize technology and innovative delivery systems to serve all of our customers.

During the course of our plan, we will formulate short and long-term action strategies to achieve our goals based on regular and systematic reviews of performance and outcomes.

We appreciate your interest in our plan and our work, and hope that you will let us know if you have any questions or need any further information.

Cordially,

Gary W. Dart
CSED Director

For more information, visit our Web site at www.okdhs.org.
Click on the link for Programs and Services, then CSE.

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CSED Strategic Plan 2008 – 2012

... With Focus on Customer Outcomes

Introduction

A new process, facilitated and highly participatory, was used in the preparation of the CSED Strategic Plan for 2008 – 2012. In the past, strategic plans were developed by the Leadership team for one-year periods and framed around problem statements. In contrast, the new plan looks ahead five years and is outcome-based, built on goals. Most importantly, the range and extent of staff involvement in the process has been dramatically different.

Developing the Draft

A core planning team of Leadership met 10 times over five months in 2006 for approximately 40 hours accomplishing the following:

- Affirmed vision, mission, values, principles and quality concepts.
- Assessed the current environment.
 - Internal strengths and weaknesses.
 - External trends, opportunities and threats.
 - Defined key and supporting customers.
- Identified critical issues the Division must address in the future.
- Defined new goals, outcomes and objectives.



A highly participatory, fun and effective process was used to gain ideas from many CSE staff, specifically during meetings of:

- Leadership.
- Legal Leadership Institute.
- Oklahoma Child Support Enforcement Association Fall Conference.

The core planning team revised the draft plan based on ideas generated during these sessions.

Seeking Widespread Involvement

Sixteen Regional RAP meetings were conducted across the state in January, February and March 2007 in order for all staff to participate in the planning process. Benefits of the RAPs include:

- Revitalized regional communication and collaboration.
- Building consensus on goals, outcomes and objectives.
- Rich collection of high priority needs and interests from the grassroots perspective.

Finalizing the Plan

The core team of Leadership again came together to modify the strategic goals, outcomes and objectives based on information gained through the RAP process.

The process for measuring outcomes involves developing new indicators for measuring progress and impact and will be added to core performance indicators. New stakeholders were invited to join the core team to identify the specific indicators, measures and means of collecting information on our new outcomes. New tools and methods to assess outcomes realized by both internal and external customers were created.

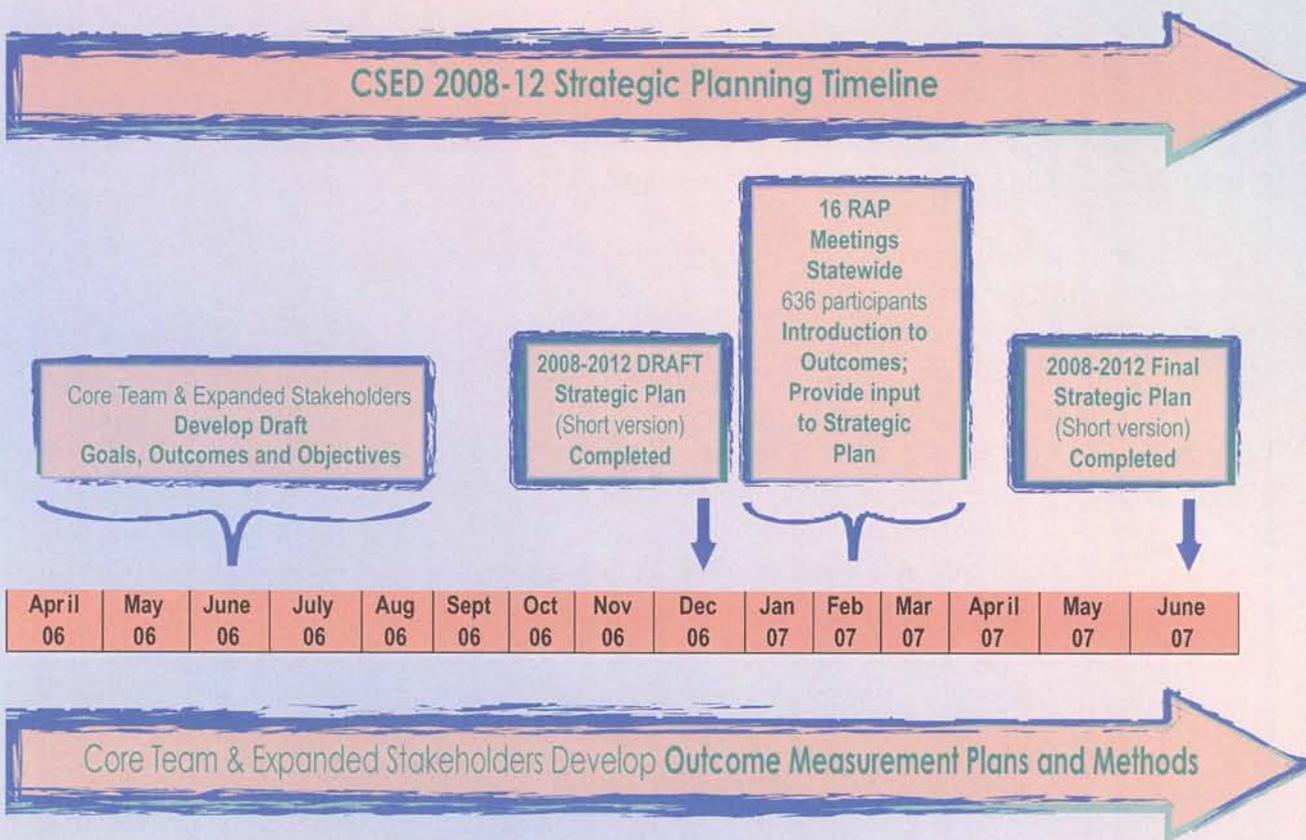
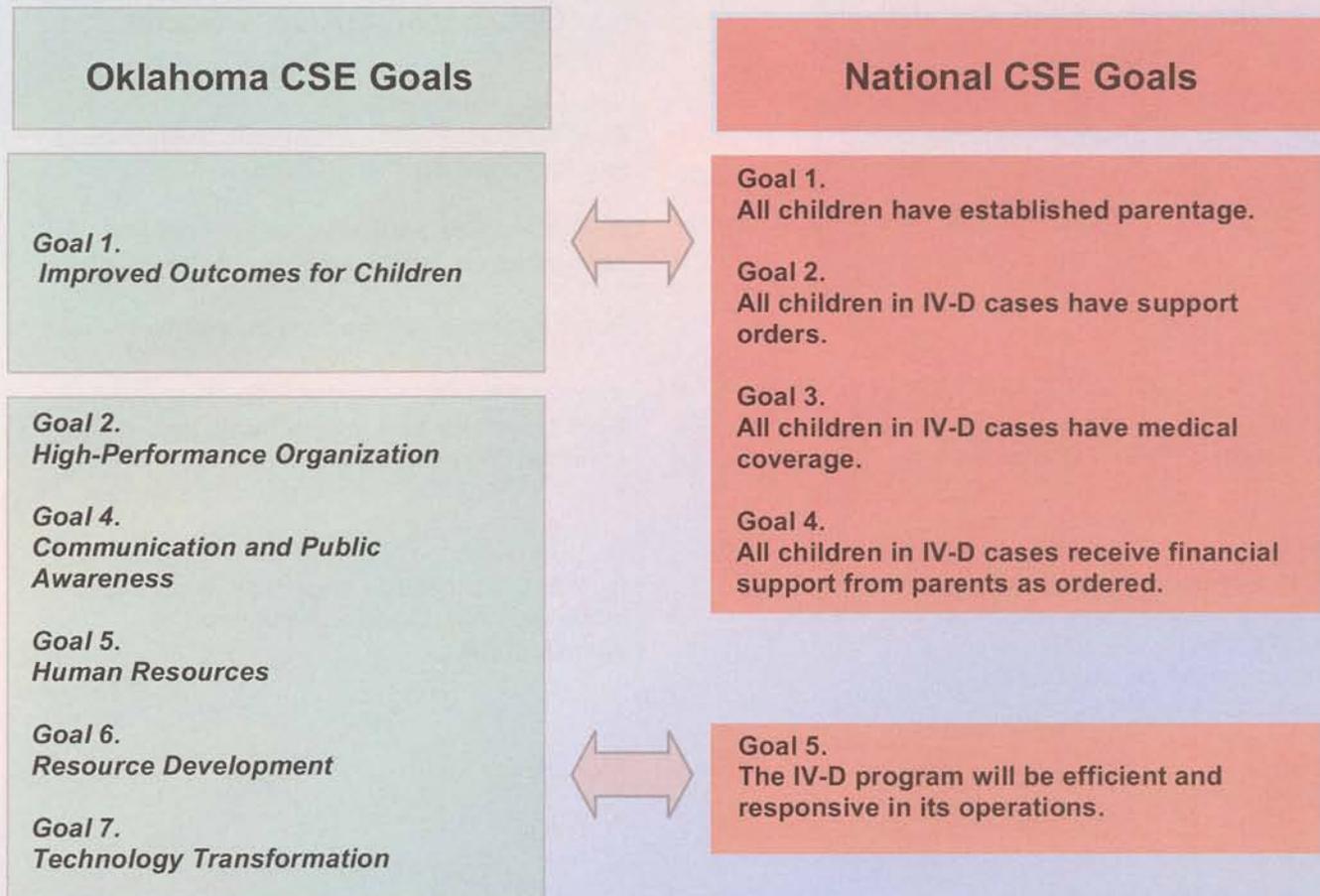


Figure 1 CSED 2008-12 Strategic Planning Timeline

Highlights of the 2008 – 2012 CSE Strategic Plan

This plan sets forth the strategic vision of the Oklahoma Child Support Program to help us meet our goals. To ensure congruence with national trends, we looked to the National Child Enforcement Strategic Plan for FY 2005 – 2009. As indicated in the representation below, Oklahoma's Goal 1 is consistent with Goals 1 through 4 of the National Plan. Our Goal 1 deals directly with our day-to-day work in the establishment of paternity, support and medical orders and the collection of support for the children we serve.

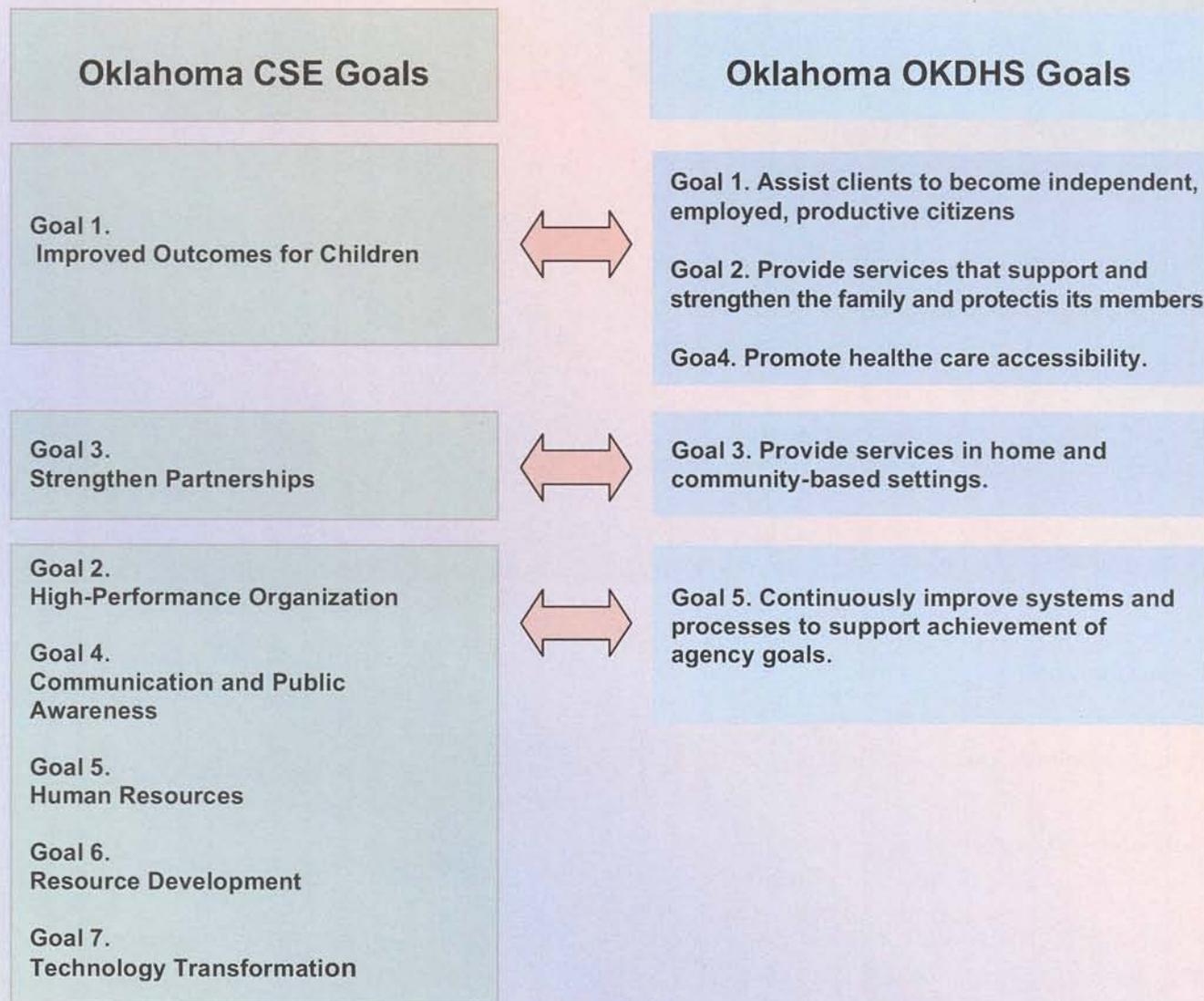
Oklahoma's Goals 2 through 7 support Goal 5 of the National Plan by sustaining the strength of the program's operations to be efficient and responsive to the daily needs of our customers.



To ensure alignment with our umbrella agency, Oklahoma Department of Human Services, we also reviewed the 2006 OKDHS Strategic Plan with our CSE plan. As indicated in the representation below, the CSE Goal 1 aligns with Goals 1, 2 and 4 of the OKDHS Plan. By establishing paternity, support and medical orders and collecting support for the children we serve, we are able to help our customers become more independent, strengthen the family ties and provide for health care.

By strengthening partnerships throughout Oklahoma and within OKDHS, CSE Goal 3 supports the OKDHS Goal 3 by helping to provide community-based services through various referral programs.

The CSE Goals 2 and 4 through 7 supports Goal 5 of the OKDHS Plan by sustaining the continuous improvement of the CSE program operations and processes to more efficiently respond to the needs of our customers. Through the commitment, coordination and hard work of the child support professionals and our partners we will continue to work together and improve the outcomes of children above all else.



To accomplish our goals and objectives, internal action plans are developed annually for each year of the plan. These action plans will be continually coordinated with the national plan and the OKDHS plan to ensure alignment remains consistent. Both our internal and external outcomes will be tracked, measured and analyzed through a new program-wide outcome measurement system.

Mission

To enhance the well being of children, we establish, monitor and enforce a reliable source of support for the families we serve.

Our mission statement describes the purpose of our organization.

Vision

**As a respected partner in the community, we are the first choice for families seeking quality support services.
We are an innovative team dedicated to improving the lives of children and families.**

This vision reflects our hopes for the Oklahoma Child Support Program. Together we are making this vision a reality.

Core Values

Our core values guide our decisions and actions.

Altruism

Unselfish dedication to the success of the organization.

Caring

Empathy, kindness and concern for people and their needs.

Dignity and Respect

Maintaining one's self-worth while honoring the value of all.

Fairness

Equitable, impartial treatment of all.

Honesty

Representing oneself and the organization truthfully.

Integrity

Acting in accordance with our core values.

Loyalty

Allegiance to the people and the organization, even in the face of adversity.

Ownership

Accepting responsibility.

Pride

Publicly recognizing and celebrating our accomplishments.

Sharing Information

Making information known and accessible at the earliest possible point.

Trustworthiness

Inspiring the confidence of others.

Quality Policy

Quality is defined as service that meets or exceeds customer needs and expectations.

Every employee will take individual responsibility for the delivery of excellent customer service.

Our customers are the people we serve and the people we work with. All staff will:

- Act in accordance with our mission statement and honor our core values.
- Include customers in our decision-making processes.
- Recognize the differences and value of all employees and reward those who contribute to our excellence.
- Provide support through training and organizational commitment.
- Provide leadership to supervisors, peers, and subordinates.
- Be actively involved in the growth of the organization.
- Be competent and professional in the performance of our duties and responsibilities.

Strategic Goals for 2008 – 2012

Goal 1 – Improved Outcomes for Children

CSE will enhance the well-being of children by improving the performance of the Child Support program.

Goal 2 – High-Performance Organization

CSE will combine strong, flexible management and the leadership resources and abilities of all of our staff in a creative and caring organizational culture to better serve and improve outcomes for our customers.

Goal 3 – Strengthen Partnerships

CSE will strengthen and expand partnerships with agencies, organizations and individuals to provide high-quality comprehensive services for families.

Goal 4 – Communication and Public Awareness

CSE will enhance communication, education, and outreach to promote CSE, our core values, meaningful partnerships and exceptional customer service.

Goal 5 – Human Resources

CSE will increase recruitment and retention of highly qualified staff by providing fair-market compensation, a positive work environment and an opportunity for career development and advancement.

Goal 6 – Resource Development

CSE will proactively analyze and document funding needs and seek broader sources of support to maintain and enhance the program services in response to increasing demands and decreasing Federal funding.

Goal 7 – Technology Transformation

CSE will make use of technological advances through a planned change process to better serve increasing needs of all customers, internal and external.

Goal 1 *Improved Outcomes for Children*

CSE will enhance the well being of children by improving the performance of the Child Support program.

Outcomes

- Children have improved financial security.
- Families share cost of health care coverage for children.
- Children and families are less dependent on state assistance.
- Children have paternity established.

Objectives

- 1.1 Develop and implement a method to provide a reliable and sufficient source of income and benefits for families through Order Establishment, Current Support, and Arrears Collection.
- 1.2 Create a system to ensure that families share in the cost of health care coverage for children.
- 1.3 Maintain or increase the number of children with paternity established.
- 1.4 Develop a process for effective oversight and evaluation of employer outreach efforts to increase and recognize compliance.
- 1.5 Encourage access and visitation through grants and partnerships.
- 1.6 Participate in the development of public policy affecting the Child Support program.
- 1.7 Improve and automate current business processes to increase the income and benefits for families.

Goal 2 High-Performance Organization

CSE will combine strong, flexible management and the leadership resources and abilities of all of our staff in a creative and caring organizational culture to better serve and improve outcomes for our customers.

Outcomes

- Openness, accountability and participation in financial and program management.
- Efficient and effective use of CSE resources.
- Respectful, professional working relationships.
- Increased customer service and satisfaction.
- Recognition as a leader in the child support community.

Objectives

- 2.1 Create a budgeting process in which each center and office has access to and manages aspects of its own budget.
 - 2.1.1 Managers develop proposals for inclusion in the financial decision-making process.
 - 2.1.2 Establish detailed budgets and financial reports for each center and office.
 - 2.1.3 Establish standard operating procedures for the spending of discretionary funds by centers and local offices.
- 2.2 Ensure alignment with Strategic Plan through a method of program management for all centers and offices so employees understand their part in implementing the plan.
 - 2.2.1 Build and ensure commitment to implementation of action plans to achieve strategic goals and objectives.
 - 2.2.2 Develop organizational capacity to monitor and evaluate strategic plan outcomes.
- 2.3 Support and promote the Customer Service Quality Improvement Process, ensuring that it is a part of our everyday business.
- 2.4 Develop a system for better customer service delivery.
- 2.5 Innovate, create and respond to emerging opportunities for improvement.

Goal 3 *Strengthen Partnerships*

CSE will strengthen and expand partnerships with agencies, organizations and individuals to provide high-quality comprehensive services for families.

Outcomes

- Children, parents and families have information and access to resources and services outside of CSE through a strong collaboration with our partners.
- An involved community of partners provides services for children and families.
- Other agencies, organizations and individuals view CSE as a vital resource in providing services to their customers.

Objectives

- 3.1 Publish and update list of CSE partners.
- 3.2 Create a referral information system to increase awareness and access to comprehensive services for families.
- 3.3 Strengthen capability of all centers and offices to develop and maintain partnerships.
- 3.4 Develop and implement a system for collaboration with our OKDHS partners.
- 3.5 Cultivate new and expand existing community assistance programs as part of a more holistic approach to problem solving and helping customers achieve success.
- 3.6 Expand partnership recognition process.

Goal 4 *Communication and Public Awareness*

CSE will enhance communication, education and outreach to promote CSE, our core values, meaningful partnerships and exceptional customer service.

Outcomes

- Better understanding of and interaction with customers.
- Increased agency self-awareness and pride.
- Increased visibility of CSE.
- Increased confidence and support by legislature, public and media.
- Better understanding of CSE funding structure and financial needs by individuals, general public, legislature, businesses and corporations.
- Increased knowledge and understanding of our services among the public, partners, potential and existing customers.

Objectives

- 4.1 Conceptualize and develop a comprehensive plan for information, education, communication and outreach to promote CSE.
- 4.2 Develop a CSE brand, logo, identity, and marketing materials.
- 4.3 Develop a system to ensure effective delivery of program information.
- 4.4 Regularly produce and distribute CSE newsletter, periodicals and other publications, including documentation of success stories and press releases on accomplishments.
- 4.5 Increase information access for customers.
- 4.6 Develop process for evaluation of IEC and outreach efforts.
- 4.7 Develop the principal content areas and messages for information, education, and outreach products.
- 4.8 Strengthen capability of local offices for communication, education and outreach in their own communities.

GOAL 5 *Human Resources*

CSE will increase recruitment and retention of highly qualified staff by providing fair market compensation, a positive work environment and an opportunity for career development and advancement.

Outcomes

- Increased productivity.
- Competitive compensation.
- Well-trained work force.
- Improved morale and job satisfaction.
- Reduced turnover, increased retention.
- Nationally known accreditation programs.

Objectives

- 5.1 Study impact of retirement patterns on staffing needs, including need for capturing the organizational memory and wisdom.
- 5.2 Promote best practices in human resources standards in all child support offices.
- 5.3 Continually review and seek to improve the compensation package to ensure competitive salaries and incentives.
- 5.4 Promote participation in the Child Support Specialist Certification program, develop additional rewards for certification and expand the program to embrace other job classifications.
- 5.5 Explore and encourage opportunities for advancement within current job classifications and the division.
- 5.6 Link employee evaluation processes to productivity and outcome-based performance.
- 5.7 Provide and maintain a professional, inviting and safe work environment to benefit our employees and customers.
- 5.8 Develop and implement a comprehensive recruitment plan, targeting specific needs such as bilingual and technology skills.
- 5.9 Expand opportunities and methods for employee training and career development.
- 5.10 Create new norms and processes to encourage employee recognition at all levels throughout the organization.
- 5.11 Develop process to assess, track and respond to employee satisfaction research findings.

Goal 6 *Resource Development*

CSE will proactively analyze and document funding needs and seek broader sources of support to maintain and enhance the program services in response to increasing demands and decreasing federal funding.

Outcomes

- Increased and diversified funding sources.
- Aggressive effort to obtain grants.
- Increasing annual funding from legislative budgets.
- More non-monetary resources, such as volunteers and gifts in-kind.

Objectives

- 6.1 Identify and seek new and diverse sources of funding and other resources such as gifts-in-kind.
- 6.2 Analyze program needs and proactively develop proposals for grants and other funding opportunities.
- 6.3 Increase program funding from Oklahoma state legislature.
- 6.4 Expand volunteer program to include work opportunities for interns, students, pro bono attorneys, AmeriCorps and others.

Goal 7 *Technology Transformation*

CSE will make use of technological advances through a planned change process to better serve increasing needs of all customers, internal and external.

Outcomes

- State-of-the-art Web-based, customer-friendly computer system to enable maximum use and access.
- Better information in a timely manner.
- Automated system built on CSE business practices and rules, enabling growth and flexibility.
- CSE people have equipment, tools, and hardware to facilitate job performance.
- Cutting-edge, easy to use IntraNet and Internet functionality.
- Technically competent and productive users.

Objectives

- 7.1 Build collaborative relationship with enterprise team to ensure that our new OCEAN system is created with full consideration of the business processes, end-user needs and legal requirements, relying on the experience and input of Leadership and CSED's subject matter experts.
- 7.2 Create organizational transformation plan to reach all sectors of CSE in order to coordinate communication, education, training and internal marketing of technological changes.
- 7.3 Involve cross-section of CSE staff as subject matter experts in OCEAN design, development, testing and implementation.
- 7.4 Obtain equipment, tools, hardware and software to facilitate job performance.
- 7.5 Create and maintain an innovative and accessible intranet and internet system for CSE staff and customers.
- 7.6 Provide training on new and existing technology as needed.
- 7.7 Improve efficiency and productivity within CSE by streamlining technological and program tools.
- 7.8 Work with other OKDHS staff on agency-wide data management projects.

Strategic Plan Implementation and Evaluation Process

For each goal, end-of-year targets are set for each of the five years. Action planning is done annually, entailing the development of detailed descriptions of activities, roles and responsibilities for achievement of the targets.

Two important roles in this process are the sponsors and leads:

- The sponsor is the champion of the action, ultimately responsible for implementation.
- The lead manages the fulfillment of the action strategy, and convenes meetings, follows-up and reports.

Each project, beyond the day-to-day routine, is initiated by preparation and approval of a business case. The business case summary is linked to the strategic goals and objectives, fully describing the project background, benefits, timeframe, deliverables, and budget. The business case summaries can be developed by sponsors, leads and core team members and are approved by the Project Management Steering Committee and CSED director.

Progress on the implementation of strategic actions is reported to the Office of Planning, Evaluation and Learning and tracked monthly. New tools and techniques are used to assess outcomes as described for each goal area. The outcomes will be monitored and tracked by the CSE Quality Council in coordination with the Office of Planning, Evaluation and Learning. Leadership and the core team will be advised of strategic action progress and results on a quarterly basis and will update the targets and action plans annually.

CSE program management cycle

Decentralized annual action planning is ongoing, with stakeholder groups closest to the action taking responsibility for the preparation of detailed annual work plans. The initiation of these work plans will be folded into the existing program and project management methodology for project approvals and tracking. Leadership and the core team will be advised of progress quarterly and will update the plans annually.

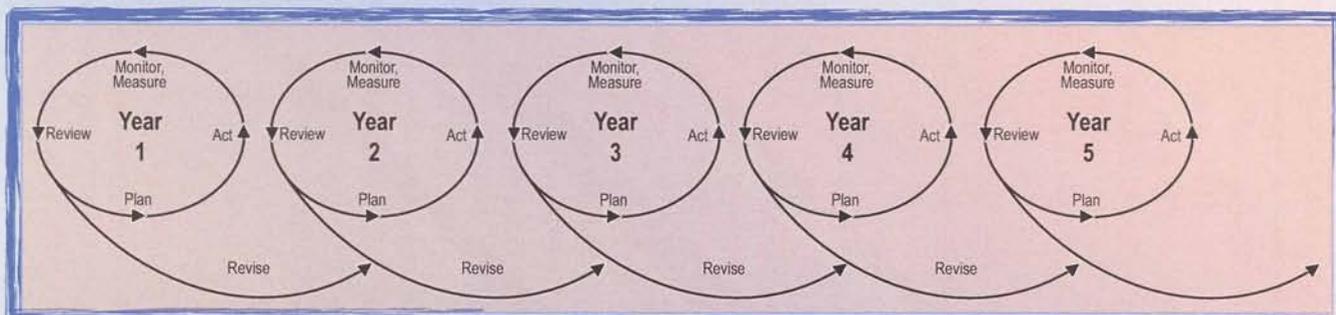


Figure 2 - Five Year Strategic Planning and Action Cycle

Strategic Plan

Appendix

Leadership Charter

Vision Elements

Organizational Quality Policy

The Basics

Glossary of Terms

Leadership Charter

This charter is the creed that CSE Leadership agrees to champion to reach our vision.

We work together to create and foster an enthusiastic, professional and healthy work environment.

We challenge processes, encourage the sharing of information and open communication, remove obstacles and lead by positive example.

We help all staff actively participate in the Customer Service Quality Improvement Process and inspire everyone to share our vision to improve the lives of children.

We commit to:

Being on Time
Celebrating Accomplishments
Having Fun
Keeping the Big Picture in Mind
Consensus Decision-Making
Being Kind
Showing Compassion
Being Fair
Being Open and Honest
Sharing Information

Being Prepared
Respecting Each Other
Listening Completely
Being Quick to Forgive
Being Goal-Oriented
Having a Positive Attitude
Being Customer Focused
Accepting Ownership
Focusing on Problems, Not People

Vision Elements

These are the necessary elements to reach our organizational vision.

Measurement and Documentation

We develop and consistently apply objective measurements that are meaningful and easy to understand. Activities are documented to enable us to effectively measure our success at all levels. We continually analyze and use what we learn to improve our performance.

Leadership

We create an environment that supports and challenges staff to work together to explore innovative methods, which achieve our program mission. We remove obstacles and provide tools that enable us to do our jobs. We recognize and celebrate individual and team accomplishments, encourage ongoing learning and practice open and honest communication.

Partnerships

We create and sustain partnerships among ourselves and with others to maximize resources and to achieve excellence. We fulfill our commitments and deal fairly with everyone and expect the same in return.

Customer Service

In partnership with our customers, we provide professional, quality services. We treat our customers with dignity and respect.

Personal and Organizational Development

Employees are our greatest assets. Our shared success is based on an atmosphere that promotes continuous learning, mentoring, shared knowledge, and use of best practices.

Business Processes

Our business processes are effective, efficient, and easily understood. We involve our customers in the creation, evaluation, and improvement of our actions, events, and decisions that allows for maximizing resources, adds value to our services, and aids in the achievement of excellence.

Guiding Principles

These principles are used to guide us in our decisions. If you can answer yes to each of these questions, then you are doing the right thing.

Is it consistent with our core values?

Is it legal and ethical?

Does it promote parental responsibility?

Is it the right thing for Oklahoma Child Support?

Is it within our policies?

Can we take pride in it?

The Basics

Basics are the norms that guide our daily interactions.

1. We know, own and practice our organizational Mission, Core Values and Vision.
2. We practice teamwork and internal customer service to create a high-performance work environment.
3. We practice the Moment of Truth formula, defined as:
 - A warm and sincere greeting using the customer's name;
 - Anticipation and responsiveness to customer needs; and
 - A friendly goodbye.
4. Everyone will receive training to ensure they understand and practice excellent customer service.
5. Everyone understands their role, responsibility, and its relationship to the Mission, Vision, Values, and Goals.
6. Everyone knows the needs of our internal and external customers so that we may deliver services that meet and exceed their needs.
7. Everyone is encouraged to identify and act upon opportunities for improvement throughout the organization.
8. Everyone is responsive to customer complaints, questions, or concerns.
9. We are alert to customer needs and respond quickly to ensure their resolution.
10. Feedback is continuously gathered to determine levels of customer satisfaction, service, and quality.

The Basics *continued...*

11. We are always in the public eye. We smile, maintain eye contact, and use customer-friendly and courteous language.
12. We are ambassadors of Oklahoma Child Support inside and outside the workplace.
13. Whenever possible, we escort customers rather than pointing out directions to other areas.
14. We are knowledgeable of child support information and able to answer customers' questions on child support services such as hours, department heads, and locations.
15. We use proper telephone etiquette. We answer calls promptly and professionally.
16. We use proper correspondence etiquette. We acknowledge all written communication in a timely and professional manner.
17. We assume responsibility to ensure uncompromising levels of cleanliness and order in our work areas.
18. We take pride in our personal professional appearance.
19. We practice proper maintenance and repair of the public's property and equipment. Personal safety and well being are everyone's concern.

And...

20. Let common sense prevail.

Glossary of Terms

Term	Description
Access and Visitation	As determined appropriate by the parents and the court, access and visitation are activities designed to facilitate and encourage non-custodial parents to participate in raising their children. The federal government awards funds annually through grants to States to establish and administer programs to support and facilitate noncustodial parents – fathers or mothers – access to, and visitation of, their children. Activities funded by this program could include mediation – both voluntary and mandatory, counseling, education, development of parenting plans, visitation enforcement including monitoring, supervision, neutral drop-off and pickup, and development of guidelines for visitation and alternative custody arrangements. States may administer programs directly or through contracts or grants with courts, local public agencies, or nonprofit private entities. States are not required to operate such programs statewide.
Action Plans	A simple list of all of the tasks you need to carry out to achieve an objective. An action plan differs from a to-do list in that it focuses on the achievement of a single goal. Action Plans are great for small projects, where deadlines are not as important or strenuous, and where you do not need to coordinate other people. As projects grow, however, project management skills need to be developed and project plans will need to be developed. This is particularly the case if there is a need to schedule other people's time, or complete projects to tight deadlines. See also Project Plans.
Arrears	The total amount of unpaid support obligations that have accrued under a child support order.
Arrears Collection	Amount collected from the non-custodial parent for past due child support.

Term	Description
Child Support Specialist Certification Program	A recognition program for individuals who maintain a caseload. It is a program to recognize proficiency acquired in educational and professional development of Child Support Enforcement staff. The Child Support Certification Program is a collaborative project involving the University of Oklahoma Center for Public Management, maintaining the assessments and results; the Oklahoma Child Support Enforcement Association, awarding certification; and the Oklahoma Department of Human Services Child Support Enforcement Division.
CSE Funding Structure	CSE differs from other public assistance programs, such as Medicaid, TANF, and foster care, in so far as it has had a major performance-based funding component. The program has a capped performance incentive pool from which incentive funds are distributed among states based on performance, and also provides federal matching funds at a 66 percent rate for state CSE expenditures. In FY 2006, performance-based CSE funding accounted for about \$1.3 billion of the \$4.2 billion in total CSE funding to states, and federal incentive matching funds accounted for 21 percent, or \$889 million of total CSE funding. The Deficit Reduction Act, which became law in February 2006, eliminates the federal match of reinvested incentive funds, beginning in FY 2008. See also Performance Measures.
CSED	The Oklahoma Department of Human Services is the state agency designated to administer the Child Support Enforcement Program for the state of Oklahoma. The Child Support Enforcement Division of OKDHS includes a central state office, and local offices, some of which are administered directly by OKDHS and some through contract or cooperative agreements with district attorneys, community action program agencies and others.
CSE	Oklahoma Child Support Enforcement includes all of the offices referenced in the description for CSED and their employees and agents.
CSQIP	Customer Service Quality Improvement Process is a comprehensive, organization-wide effort to improve the way we do business by focusing our attention on learning, continuous improvement and customer satisfaction. The success of this effort requires the involvement of everyone at all levels, integrating customer service values and standards into policies, procedures, and business practices. The CSQIP program enables CSED to develop and maintain employees capable of providing exceptional customer service. Our CSQIP planning process promotes involvement and participation of everyone, from the top-down to the bottom-up.

Term	Description
Current Support	All payments or other obligations due and owing to the obligee or person entitled by the obligor under a support order for a single month, and may include, but is not limited to, child support, medical insurance or other health insurance plan premiums or payments, child care costs, support alimony payments, and other obligations as specified in Section 118 of Title 43 of the Oklahoma Statutes.
Enterprise	An enterprise consists of organizational units, systems, networks, and processes working toward a set of common business objectives or mission. An enterprise achieves those objectives through the delivery of products and services. OKDHS enterprise technology is a means to achieving the enterprise business objective. In OKDHS this enterprise network is called MOSAIC. See also OCEAN.
Goal	A clear statement of a vision, specifying accomplishments that must be achieved if the vision is to become real. Goals are broad, general, intangible, abstract and cannot be validated.
Marketing Plan	A planned strategy and objectives defining tactics for information, education and communication about the CSE program.
Non-monetary Resources	Any asset not in the form of money, such as volunteers and in-kind donations. Assets are anything of material value or usefulness.
Objective	An objective is something that must be done to accomplish a team's vision and goals. Objectives are narrow, precise, tangible, concrete, and can be validated.
OCEAN	Oklahoma Child Support Enforcement Automated Network – This network will be a part of the OKDHS enterprise system, MOSAIC. See also Enterprise.
OKDHS	Oklahoma Department of Human Services is the state agency in Oklahoma created to administer and promote social services benefiting the general welfare, protection, and security of the people of Oklahoma. Examples of programs within OKDHS are Temporary Assistance for Needy Families, Medicaid, Foster Care, Child Care Subsidy and Licensing, Food Stamps and Child Support Enforcement. See www.okdhs.org for more information about OKDHS.
Order Establishment	The judicial or administrative establishment of a paternity or child support order, including medical.

Term	Description
Outcomes	<p>The actual impacts, benefits and changes for participants during or after they interact with a program. These changes, or outcomes, are usually expressed in terms of:</p> <ol style="list-style-type: none"> 1. Knowledge and skills – considered short-term outcomes. 2. Behaviors – considered intermediate-term outcomes. 3. Values, conditions and status – long-term outcomes.
Outcome Measurement	<p>These are observable and measurable milestones toward an outcome target. These are what you would see, hear, and read that would indicate to you whether you are making any progress toward your outcome target or not. For example, the number and percent of teen participants who quit smoking right after the program and six months after the program – these indicators give you a strong impression as to whether 5,000 teens will quit or not over the next year from completing your program.</p>
Paternity	<p>Legal determination of fatherhood through voluntary legal acknowledgement, DNA testing of the father and child or a judicial determination. Paternity must be established in a voluntary legal acknowledgement form or a paternity order before child or medical support can be ordered.</p>
Performance Measures	<p>The method used by the federal government in the calculation of incentive dollars for all states. Performance measures assess state performance levels in six areas:</p> <ol style="list-style-type: none"> 1. Paternity Establishment. 2. Child Support Order Establishment. 3. Collections on Current Support. 4. Collections on Arrears. 5. Cost-Effectiveness. 6. Medical – which is not yet tied to federal incentives. <p>Each state earns five scores based on performance in each of the first five areas. These scores are then multiplied by the state's collections base to arrive at an adjusted federal score. The better the adjusted federal score, the more incentive dollars the state receives. States are accountable for providing reliable data on a timely basis or they receive no incentives. See also CSE Funding Structure.</p>
Strategic Plan	<p>A comprehensive plan for the continuous improvement of customer service and future growth of the program, specifically in the next two to five years. It establishes goals for improvement, desired outcomes, and creates objectives on how to meet those goals.</p>

Term	Description
Strategic Plan Report Card	A document prepared by the CSED Office of Planning, Evaluation and Learning that reports the progress for the past year's Strategic Plan goals and objectives. This document is prepared on a yearly basis during the month of August for publication in September. See also Office of Planning, Evaluation and Learning.
Strategic Planning	Strategic planning is a disciplined effort to produce fundamental decisions and actions to shape and guide what an organization is, what it does, and why it does it, with a focus on the future.
Office of Planning, Evaluation and Learning	This day-to-day operational office that handles all strategic plan, project management and outcome measurement related activities in the OKDHS Child Support Enforcement Division. The OPEL works closely with the Committee of the Whole, a committee of the CSE Leadership Team, to develop the CSE Strategic Plan. In addition the Office works with the CSE Project Management Steering Committee to assess and review all projects requested and approved, and work with the CSE Quality Council to ensure outcomes are met. The OPEL is made up of CSE and contract staff who train and coach team members and stakeholders. The OPEL also maintains the CSE master project plan and provides reports regarding CSE projects to the CSE Director, Leadership, Quality Council and others. See also Strategic Plan Report Card.

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