



*Detailed Schedule of workshop titles for the 2016 Leadership Symposium.
(Full session descriptions, dates and times subject to change)
Be sure to check the NCSEA [Leadership Symposium web page](#) regularly for updates.*

Monday, August 1, 2016

Plenary I 8:30 AM - 10:00 AM

Inspiring Leaders...Empowering Families

The opening plenary session will feature Dr. Charles Zeanah, Sellars-Polchow Professor of Psychiatry and Executive Director, Institute of Infant and Early Childhood Mental Health at Tulane University. Dr. Zeanah will take the stage to discuss the importance of early parent-child connections in relationship building based on the science of brain development in children. His presentation will also explore the impact of parent-child relationships, starting at birth, and provide another link to help the child support community understand the complexity of relationship issues and to make us more effective in the ways that we work with families.

Workshop 101 10:30 AM – 11:30 AM

Beyond Federal Certification – How Can Your State System Evolve with Ever Changing Demands?

In response to FSA'88 and PROWRA almost all states developed certified statewide systems by 2008. Some of those systems are ready for replacement and some are newer and looking at ways to stay modern. Whether your state is currently embarking on the journey of system replacement or has already been certified, understanding what emerging technologies will allow your system to change and improve to meet the needs of child support customers, end users, and business partners is critical for performance and collections. Join us for a lively discussion and see what the emerging practices are to keep these systems alive and modern in the face of constantly changing technology.

Workshop 102 10:30 AM – 11:30 AM

How to Implement Parenting Time Opportunities for Children--Addressing Legal Concerns and Parental Issues (CLE)

Learn how San Diego County is using their Parenting Time Opportunities for Children (PTOC) grant, and how they overcame the traditional legal concerns surrounding IV-D programs such as: IV-D attorneys do not represent the parents, IV-D agencies do not enforce parenting time orders, and how much time attorneys spend resolving parenting time issues between parents. In addition, you will hear the preliminary results of San Diego County PTOC grant project, and learn how dispute resolution techniques can be used as a strategy in resolving parenting time issues.

Workshop 103 10:30 AM – 11:30 AM

Data Security Begins With You

Protecting our customers' personal and confidential information are critical responsibilities of child support leaders. In a global world with an increasing number of inter-jurisdictional cases, you need to manage sharing data securely with other programs in the U.S. and around the world. In addition to more traditional approaches of locking up paper files and creating a culture of confidentiality in your staff, cyber hacking and thefts of IT equipment add other dimensions to your challenge. Experts from Oregon and Canada will share their privacy laws and practices to ensure customer information is protected.

Workshop 104 10:30 AM – 11:30 AM

Fatherhood and Child Support Program: Partnering for Success

Research and experience tell us that there is a strong correlation between the lack of father involvement and many larger social challenges. Because of the importance of fatherhood and its impact on children, fatherhood programs designed to increase father involvement can improve child support outcomes and can lead to more child support collections. Many child support programs work closely with fatherhood programs and other community-based programs that promote father involvement, referring fathers to these programs and providing customized child support services to program participants. This workshop will focus on the success of fatherhood programs, child support and the community through the development of effective partnerships and highlighting the evidence-based practices of the Center for Urban Families Fatherhood Program in Maryland and the Georgia Child Support Fatherhood Program.

Workshop 105 10:30 AM – 11:30 AM

Authentic Leadership: Not Just a Noble Concept

Effective Leadership is hinged upon authenticity. In 2003 Bill George published his insightful work *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value* and followed up in 2007 with *True North*. Based on sound research and years of experience, the author examines the importance of strong values and an internal compass for effective leadership. As leaders, how authentic are you? Do you value input from followers; promoting openness while allowing yourself to be vulnerable? Do you foster a culture of integrity and respect, or are you seen as fake and phony? Every authentic leader has stories about personal barriers and perseverance on their path. Come to this workshop to learn more about the principles of authentic leadership.

Workshop 201 1:00 PM – 2:00 PM

Direct From the Source: Experiences With the Hague Convention

Thirty-one countries are operating under the 2007 Hague convention and experts from two of them – Norway and Germany - will share their experience in this workshop. You might have cases with them now. What will you need to do differently once the US ratifies the convention? Don't miss this opportunity to get a glimpse into your future with international child support cases under The Hague.

Workshop 202 1:00 PM – 2:00 PM

Servant Leadership and Work Place Empowerment

Are you a leader? Can you become one? How do leaders gain followers? After all, if no one is following, you aren't really leading! Servant leaders understand how failures are opportunities for self-improvement, and that performance can be enhanced through lessons learned. Servant leaders also understand that the manner in which they carry themselves and their attitude toward followers is their key to leadership. Come to this workshop to learn about servant leadership, workplace empowerment and how these two concepts are connected.

Workshop 203 1:00 PM – 2:00 PM

Negotiation and Mediation of Family Cases in a Title IV-D Setting (CLE)

Whether you are an administrative state or a judicial state, you likely find yourself playing the role of family mediatory on Title IV-D cases more often than you even realize. This session is geared to lawyers and judges when having to resolve family law issues that accompany Title IV-D cases. The presenters will look at successful strategies they have implemented and discuss the process of working with unrepresented parties or other attorneys when approaching mediating or negotiating resolutions in Title IV-D cases.

Workshop 204 1:00 PM – 2:00 PM

Organizational Change Management in New Systems Development Projects

Designing and developing any new system is a huge investment. Thus, the importance of having a successful implementation is paramount. What is organizational change management? What strategies and tactics enable organizational change, maximize staff adoption, and facilitate a successful implementation? Is it possible to shift an organization's culture and behaviors to align with the new system and new way of doing business? In this workshop, we will discuss the importance of having an organizational change management strategy as part of any new system development project. Real life challenges are discussed, along with leading practices and trends in staff adoption activities including alignment and engagement, readiness, learning and communications. As an added bonus, the presentation includes a preview of the organizational change management strategy for the Oregon Child Support System Project.

Workshop 205 1:00 PM – 2:00 PM

“If we are such a successful anti-poverty program, why aren't more people engaging with us?”

Enormously successful by many measures, child support is nonetheless viewed with deep distrust by parents and even by other social service professionals in the public and nonprofit sectors. Where we see one of the strongest anti-poverty programs in the nation, others see a program that leads to a cycle of debt and impoverishment that can have particularly pernicious effects in communities of color. Do we have an image problem or is the problem much deeper? Can it be fixed with a smart communication strategy or must a smart communication strategy be married with a change in the program model? Come listen to a conversation about what may explain this gap and ideas on how we can go about closing it and changing the image of the program--and perhaps the program itself.

Workshop 301 2:30 PM – 3:45 PM

Project Management...The Right Game Plan

Did you know that project management is arguably the most demanding of all team sports? However unlike sports teams leadership teams typically don't have a process playbook and they do not practice. Successful sports teams work to a game plan. They decide how they will approach each game – the tactics they will deploy, what will happen if they need to change, and perhaps who the best players are for the game. A project is likely to have a better outcome when there is a carefully conceived plan in place. Project management teams should also approach their projects in the same manner.

In this 60 minute hands on workshop you will learn the secrets of successful project management ... how to create a plan, implement it, monitor progress, correct as necessary and deliver as promised. You will learn how to develop projects in a team like manner, with an orderly progression of objectives, instead of a helter-skelter race with disaster.

Workshop 302 2:30 PM – 3:45 PM

An Ace Up Your Sleeve: Undercover Investigators, Criminal Prosecutors and Child Support Agency Partnership (CLE)

He says he can't work due to a disability. She says he's working for cash under the table and just bought a new boat with his girlfriend. How do you know who is telling the truth? She hasn't paid child support for years, never shows up for court yet manages to avoid your failure to appear warrants. How do you enforce against her? Find out how two sworn law-enforcement investigators became Milwaukee County Child Support Services' eyes on the community, able to go where NCPs live and (sometimes) work. Through a partnership with the Milwaukee County District Attorney's office, Milwaukee County CSS is using criminal investigators and prosecutors to distinguish between who can afford to pay and who cannot. The investigators' ability to gather evidence of assets, employment and lifestyle can be the ace up your sleeve you need to collect from your most egregious child support offenders. After just two years, the results have been striking. Listen as an agency attorney, an investigator and a former criminal non-support prosecutor discuss the ins and outs of a partnership between the Child Support Agency and a prosecutorial agency. Hear actual case scenarios, how to get the most bang for your buck, and the best practices they have developed along the way.

Workshop 303 2:30 PM – 3:45 PM

Can't We Just Agree? The Benefits and Challenges of Voluntary Agreements in International Maintenance Cases

Programs like early intervention and assisted mediation are based on the idea that parents that agree to pay child support are more likely to follow through and comply with the ordered amount. In Europe, many programs have a policy of trying to get voluntary compliance before initiating enforcement actions. Given the inevitable delays in sending orders between countries, is this good practice or does it just delay payment? What if an overseas parent truly cannot pay the Court ordered amount? Is modification a realistic option for international cases? How can agreements work where the parents live in different countries with different legal traditions and

standards of living? Our panel discussion will explore these issues from a European, American and global perspective.

Workshop 304 2:30 PM – 3:45 PM

Reducing Child Support Debt Owed to the Custodial Parent

In recent years, we have emphasized the "right sizing" of orders in an effort to ensure all orders accurately reflect the non-custodial parent's true ability to pay. Although this should help in the achievement of better outcomes for the families entering our programs today, sadly we all know this was not always the case. Nationwide, nearly \$114.8 billion in child support debt is owed. Many jurisdictions have programs designed to lessen assigned debt in exchange for regular payments on which the custodial parent can rely, but what about the unassigned debt? In our post-welfare reform world, IV-D caseloads are increasingly comprised of non-assistance cases. Likewise, we have seen an increase in the percentage of child support debt due the custodial parent. For a myriad of reasons, a portion of this debt is, in all actuality, uncollectible. In this workshop, come listen and learn why IV-D programs should concern themselves with this issue. Then, engage in an interactive discussion of processes and strategies beginning to be implemented and share ideas for possible approaches that have not yet been attempted.

Workshop 305 2:30 PM – 3:45 PM

Developing & Implementing a Comprehensive Domestic Violence Plan

This workshop will provide participants with a practical roadmap for assessing their agency's current domestic violence policy and protocols and developing a course of action for implementing a comprehensive domestic violence plan. Model plan elements shared during the session will cover the entire child support case life cycle from application to enforcement to case closure and include: policy development guidance for case processing and legal practice, trauma informed strategies for specialized case management, procedures for addressing mandatory cooperation and good cause, practical approaches for building and sustaining collaborations with DV experts, and staff training resources. We will also discuss the leadership principals & practices that must be brought to bear to successfully implement such a program.

Plenary II 4:00 PM - 5:30 PM

Connecting the Dots....Poverty Reduction and Child Support

Nationwide, child support serves one quarter of all U.S. children and half of all U.S. children from low income families. Nearly all of these families are headed by a female custodial parent. Many are young, never married, and members of minority communities. Most have two or more children eligible for child support. These families struggle to make ends meet. Child support is one of the largest sources of income for poor families who receive it, and we know too many families don't. Yet, even with the aid of child support, families struggle to make ends meet. How can we, as child support professionals, do a better job of connecting the proverbial dots between poverty reduction and child support, especially in light of diminishing caseloads in the child support program? This panel discussion, comprised of distinguished national experts in the studies of poverty and child welfare, will navigate the fragmented landscape of poverty reducing programs in this nation. Provocative questions and potentially controversial points will highlight

this late afternoon session, which is designed to get us all thinking about how the child support program can help to eradicate child poverty in our lifetimes.

PRESIDENT'S RECEPTION 5:30 PM – 6:30 PM

Tuesday, August 2, 2016

Plenary III 8:30 AM - 10:00 AM

Lessons in Leadership

This session focuses on how to spend more time leading staff and less time managing staff. We recognize Child Support Leaders have a depth of knowledge in leadership and supervision that is on par with the best organizations. Leading and managing functions do overlap in most organizations, but in a healthy environment they should be distinct roles. How does a leader build and inspire their staff yet maintain the important function of setting the vision and inspiring others to achieve it? We will focus on how to spend time being proactive, building and engaging our employees and will provide tools and skills to help support the unique role leaders play in building a culture of innovation and continuous improvement. Join us for some discussion, learning and sharing.

Workshop 401 10:30 AM – 11:45 AM

Developing the Child Support Leader of the Future

This session focuses on how to spend more time leading staff and less time managing staff. We recognize Child Support Leaders have a depth of knowledge in leadership and supervision that is on par with the best organizations. Leading and managing functions do overlap in most organizations, but in a healthy environment they should be distinct roles. How does a leader build and inspire their staff yet maintain the important function of setting the vision and inspiring others to achieve it? We will focus on how to spend time being proactive, building and engaging our employees and will provide tools and skills to help support the unique role leaders play in building a culture of innovation and continuous improvement. Join us for some discussion, learning and sharing.

Workshop 402 10:30 AM – 11:45 AM

Implementation Science: Beyond Change Management

Many child support managers will be responsible for development of a performance improvement or customer service project at some point. Focus is often on planning the project, and implementation details are viewed from a change management viewpoint. There is more to implementation than change management. Negative implementation experiences have opened up development of an "Implementation Science" methodology, which goes beyond the surface to ensure sound project results. To quote a University of Southern Florida Monograph "Implementation Research: A Synthesis of the Literature," "As a field, we have discovered that all the paper in file cabinets plus all the manuals on the shelves do not equal real world

transformation of human service systems through innovative practice.’ This workshop focuses on the realities of implementation and the development of sound methods to ensure success.

Workshop 403 10:30 AM – 11:45 AM

Benefits of a federally developed Model Automated Child Support System

In the Fiscal Year '17 budget request, the Administration proposed funding to maximize reusable technology. With the funding, Office of Child Support Enforcement (OCSE) will be able to build the Model Automated Child Support System (MACSS) to include the basic components of a child support system and some interfaces. This will create savings and cost efficiencies for the states, tribes, and the federal government and provide better service delivery to child support customers. OCSE will discuss budget proposal, enhanced funding, technical considerations and a conceptual design of the system.

Workshop 404 10:30 AM – 11:45 AM

Taking a Walk In My Shoes...The Employer, State and Federal Perspective About Collaboration and Information Sharing

Earlier this year, representatives from the child support community and employers met at the fourth Employer Symposium of Child Support. Attendees discussed best practices, areas needing improvement and identified potential short and long-term solutions to address those areas. Walking in someone else’s shoes allows you to gain a better understanding of each other’s perspectives and is key in working together for success! Join us during this session as our panel of federal, state and employer representatives explore key topics impacting the child support program. Our panel will provide perspectives regarding key topics related to implementing child support orders, lump sum processing, variances across states, e-IWO processing and obstacles the groups the panelist represent may face. Do you have a question you want to hear a state weigh in on, or do you want employer feedback on a topic? If you want to gain better insight on a variety of topics, then this is the session you will not want to miss.

Workshop 405 10:30 AM – 11:45 AM

UIFSA 2008 – Are We Uniform Now? (CLE)

Interstate law is now uniform throughout the United States with states enacting UIFSA 2008. Or is it? Lawyers, policy makers, and central registry managers continue to disagree on several key interstate issues based on different interpretations of federal law and UIFSA 2008. The panel will discuss such issues as interstate interest, UIFSA section 319 redirection, interstate payment processing, evidence of parentage, and much more! Philosopher Jeremy Bentham once said: “The power of the lawyer is in the uncertainty of the law.” Join us for this workshop to see how close to uniform we can be.

Workshop 406 10:30 AM – 11:45 AM

Moving Beyond Conversation: Into The Trenches

Sustainable Employment Strategies are a must to help families move toward self-sufficiency. Come have a conversation with states and employers that have implemented strategies with

SNAP and Child Support that have proven to be successful. Learn about collaborative models, strategies and successes that could be useful in developing or enhancing collaboration within your State. The strategies provide a cost savings to each program – come hear how it can help your state while increasing collections.

Workshop 501 1:45 PM – 3:15 PM

Effectively Working International Cases

Hot topic of Summer 2016: potential for increased international cases – and training of staff - with the U.S. ratification of The Hague Convention.

Countries want to work together on a reliable basis of mutual assistance according to the provisions of the Convention and other international agreements. Procedures for processing international cases are different than for domestic cases and processing under The Hague will add a new variation. It can be challenging for case workers to develop sufficient knowledge for working international cases effectively if they don't get the opportunity to work many of them. Speakers offer experience from inside the US program and from a viewpoint of working cases for more than 30 years with all 54 U.S. jurisdictions from across the pond in Germany. The workshop aims at sharing the fun of collecting child support internationally and will provide leaders with a bundle of ideas on how to ensure effective work on international cases.

Workshop 502 1:45 PM – 3:15 PM

Lean—Not Mean—Management Principles

Lean production methods grew out of the development of successful processes within the auto manufacturing industry, and these same concepts have now moved into public sector management. Lean principles focus on mapping to cut waste and costs, reduce lead times, and improve quality and resource utilization. The result is greater organizational efficiency and effectiveness, along with cost savings. Learn how lean management works and how applying these principles can improve your operations.

Workshop 503 1:45 PM – 3:15 PM

Beyond Biology: Reproductive Technology, Family Formation, and Parentage (CLE)

In this workshop we will explore trends across the country in establishing parental rights and responsibilities when parents move beyond biology and traditional marriage to form their families. Reproductive technology, increased out-of-wedlock births, and marriage equality all raise new questions about old presumptions regarding what it means to be a family. These trends impact the IV-D community as families evolve, dissolve, and need our services all while the state of the law surrounding these issues continues to develop.

Workshop 504 1:45 PM – 3:15 PM

How to Pass Your Assessment Successfully - Leading Practices in Implementing IRS 1075 Guidelines

State agencies administering Child Support (CS) Programs need to ensure the protection of program information and the information systems that transmit store and process Child Support

information as it involves sensitive, protected data such as FTI data which is governed by the IRS 1075 publication. Learn about the latest IRS 1075 regulation changes, tools and processes to adhere to IRS 1075 guidelines and leading practices to prepare for an IRS 1075 assessment.

Workshop 505 1:45 PM – 3:15 PM

Gaining an Edge through Innovation

Innovation is always risky, and government has a tendency to be risk-averse. Most people really don't like change, and when innovations don't go well, we become even more set in our ways. But, new ideas to tackle challenges and stagnant performance pay off! Innovation, creativity, and risk-taking should be encouraged. This workshop looks at how three jurisdictions re-examined their business processes and made changes that led to performance improvement. Learn about how these innovative ideas were generated and implemented, and how the changes led to positive outcomes in performance measures and benefit the families we serve.

CLOSING RECEPTION 3:15 PM – 4:00 PM

Wednesday, August 3, 2016

Workshop 601 8:30 AM – 9:45 AM

Avoiding Communication Pitfalls: Best Practices for Current and Future Leaders

Healthy, effective, and consistent communication throughout an organization is critical to maintaining a creative workplace culture and engaged employees. An effective internal communication strategy must be carefully managed, particularly in times of financial constraint, when employees may be feeling overworked or there may be difficult news to convey, such as restructuring activity or redundancies.

The strategies presented in this workshop will provide attendees with the understanding and strategies needed to avoid the communication pitfalls that challenge many organizations. The topics include verbal and nonverbal communication strategies, sharing advanced communication etiquette best practices, and developing a communication plan.

Workshop 602 8:30 AM – 9:45 AM

"Tribal Child Support 101: Partnering for Success" (CLE)

What can you learn from the tribal courts to help you increase collections at home? Why is it important to learn about tribal child support at all? Whether you work for a state IV-D program or a tribal IV-D program, do you know the legal issues regarding tribal child support? Come increase your knowledge and gain insight as tribal attorneys, who are also judges, discuss the various aspects of working with your tribal partners.

Workshop 603 8:30 AM – 9:45 AM

The Art and Science of Creating a Healthy Organizational Culture—A Town Hall Discussion

The most effective leaders understand that organizational culture trumps everything. A healthy organizational culture starts from the top and must be connected to a shared vision and mission as well as an engaged and aligned workforce. This workshop is designed to be a town hall discussion of the art and science of defining the traits of a healthy culture, and the traits that inhibit or disrupt a healthy culture. Leaders and industry professionals will share their knowledge of how to build, foster and maintain a healthy organizational culture. In addition, workshop participants have the opportunity to connect and network with other leaders engaged in creating high performance cultures and will leave the workshop with concrete tips, tricks, and best practices to implement in their child support agency.

Workshop 604 8:30 AM – 9:45 AM

The New Convention on the Recovery of Child Support (CLE)

After years of negotiation in The Hague and more years of waiting on Congress, the United States will likely join the 2007 Hague Convention on the International Recovery of Child Support and Other Forms of Family Maintenance in 2016. In this session, a panel of experts will explore how the Convention will be implemented in the U.S., as well as the changes in required forms and case processing. Learn about the similarities between Convention processes and current U.S. practices. We'll give you information about easy reference resources available for agencies, caseworkers and IV-D attorneys, as well as where to turn when you can't find answers to your questions.

Workshop 605 8:30 AM – 9:45 AM

What's In It for Me? Strategies for Employee Engagement in Social Service Agencies

What really keeps your workers motivated? Employee engagement is something many social service agencies try to gauge through dialogue, surveys, or through observing work performance. It often dictates the climate of an organization and highlights its strengths and areas for improvement. This interactive session will include a framework on the importance of employee engagement and focus on the management tools required to develop practical solutions to impact the level of engagement of staff.

Workshop 701 10:15 AM – 11:30 AM

A Picture is Worth a Thousand Words: The Move to Digital Forms, Documents, Signatures and More

The question to ask is no longer should I go paperless. The real question is how? Join this interactive discussion to hear how digital document management functionality can be seamlessly integrated into an existing child support system to achieve significant efficiencies by eliminating paper and distributing case work electronically. This workshop will explore imaging and document management platforms, along with current trends in digital forms, electronic signature and mobile access. It will include demonstrations of these features, highlighting their ability to increase the efficiency of an agency's core business process as well as providing opportunities to

increase client services. During this discussion, you will also hear in-depth details about several child support agencies journeys toward electronic case file management.

Workshop 702 10:15 AM – 11:30 AM

Clues to Glues for Adhesive Crews

How strong is your glue? Choosing the correct type of glue can determine the strength of your team. Teams should be well structured, “stuck together” and secured with the correct type of adhesive. While examining the “Five Behaviors of a Cohesive Team”, learn how to build trust, master conflict, achieve commitment, embrace accountability and focus on results. So...How STRONG is your glue?

Workshop 703 10:15 AM – 11:30 AM

Tips, Tricks and Strategies From Across the Globe

During this session we will share with you some of the key strategies other countries use to improve on-time payment and to collect debt once customers fall behind. These include the ways in which we interact with customers when they first register with our agencies, new administrative processes to support customers in getting the right order in place, targeted and tailored interventions to respond to the needs of different customer groups, and the way we use ‘smarter data’ and analytics to predict those customers who will not make their payments on time enabling preventative actions. Speakers hale from New Zealand, Australia and Canada and are vastly experienced in Collection activities relating to child support and more broadly. The session will incorporate time for a panel question and answer session so that you can tap further into the knowledge of these practitioners.

Workshop 704 10:15 AM – 11:30 AM

Minnesota's Comprehensive Legal Visions Group: More than just a Vision (CLE)

Whether your program is State Administered or State Supervised, Administrative or Judicial; the coordination of laws and policies and the interpretation thereof is a challenge. This challenge can lead to conflict and inconsistent results. Partners in Minnesota are working together to achieve legally consistent and efficient policies. Leaders from the Minnesota Department of Human Services, the Minnesota County Attorney’s Association, and the Minnesota Family Support and Recovery Council came together to form the Comprehensive Legal Vision (CLV) group. The main goal of the CLV is to identify and resolve conflicts between law and policy. Come to this workshop to learn the goals and process of the CLV. How did the leaders get on the same page to formulate a shared vision that meets the needs of the attorneys and the program staff? What work has been done and what work lies ahead? How will the CLV balance the complexities of the laws with the need to have a cost-effective and efficient program? The presenters will provide specific examples of laws and policies that conflict in Minnesota and are being resolved through litigation, legislation, updated policy and education.