



Kansas Process Management Manual

2020

Process Management Manual providing Roles, Responsibilities, Procedures, Quality Measurement and Process Measurements to ensure adequate staffing, resources, and quality work.

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A. INTRODUCTION AND STANDARDS

1. OPERATIONAL STANDARDS

Overview

The purpose of this manual is to provide instructions for processing work in the Kansas Department for Children and Families (DCF); Employment and Economic Services (EES) Division. These procedures are based on Process Management principles that are designed to make work processes efficient and streamlined.

The Process Management Principles are as follows:

- **1st Contact Resolution**
 - Eliminate repeat visits by providing on demand interviews, collateral contacts, keeping the client for the entire duration of the interview, and processing during the interview.
 - This includes doing everything within our control to complete the eligibility determination at first contact with the client. An example of this strategy is to rely on other sources of verification when the client is unable to provide the verification at the time of the interview to avoid pending the case. Every time an office pends a case we are likely adding 8-12 days to the eligibility process and nearly two hours of work time for handling future interactions. A 5-10 minute investment of time helping the client obtain required verification creates desperately needed capacity.
- **Reduce Rework**
 - Consistent use of the eligibility tools and standard business practices allow the Agency to eliminate elapsed time, batches, bottlenecks and backlog. The Process Management Tools are designed to foster consistency and eliminate rework to make eligibility determinations more efficient and accurate.
- **Client Choice**
 - Triage all avenues of service.
 - Triage is the process of sorting and prioritizing work coming into the office based on their need for service(s).
 - Triage allows the Agency to link the client with the Team best qualified to handle their case. Processes such as helping people on a first-come first-serve basis, scheduling appointments, having interviews approached with very little regard to the program or complexity of the case are all examples of practices that disregard

clients' needs and add additional unnecessary processing time. The Avenues of Service are:

- Lobby
- Non-Lobby
- Phones
- **Real Time Data and Resource Management**
 - Collecting and using real time data enables the Agency to respond to an ever-changing environment more rapidly and effectively. The ability to adjust to changes is severely limited without real-time data. Accurate Process Measures provide data that should be used to make fluid staff assignments in response to changing conditions.

This handbook is an outcome of the Kansas Process Improvement Team that met in Wichita, KS in 2011, and describes the processes and procedures based on Process Management Principles. All Kansas EES offices will follow the procedures outlined in this manual.

Process Management, in the case of public assistance, is about managing the process of all avenues of service to assist with:

- Interviews
- Verification and Eligibility Determinations
- Renewals
- LIEAP
- Changes

Understanding these processes allows us to measure, manage, and improve the processes that result in low-income Kansans accessing benefits efficiently and accurately. These processes have been created from the view of the client.

An example of this is timeliness; both clients and staff agree that same day service is optimum. This procedure manual was developed with the goal of same day service. This manual was initiated by your colleagues with the sole purpose of maximizing your capacity to better serve clients while resulting in improved quality and timeliness.

Some tools that support these processes are:

- BPM Trackers: Lobby Tracker, and Non-Lobby Tracker
- Verification Matrix
- Resource Matrix
- Team Interview Script/Template
- ImageNow (Shared Electronic Filing System)

The client, purpose and why we should use the tools are:

- **BPM Trackers/KEES tasks:**
 - **Client:** Supervisor, Quarterback, all BPM Teams, Support Staff, anyone reading the case, and persons applying for or receiving services.
 - **Purpose:** The tracker and KEES tasks are to be utilized as tools to help management effectively manage their process. They should be used simultaneously to manage workloads and provide real time data. The management of real time data allows Supervisors and Quarterbacks to make real time decisions through making adjustments and allocating their resources effectively. Real time data gathering allows the Agency to know the volume of work, identify trends and develop “blitz” points. The Tracker and tasks indicate how much work is being completed and how quickly that work is being done. Using this, management can identify how much time it will take to complete the work in their office timely. The Tracker and KEES reports can also be utilized to tell management how effectively staff are working and if they are managing their time well.
 - **How should they be used?** They should be used as management tools, minute by minute, hour by hour, day to day, week to week and monthly. They should be used to know the volume of work for each office to calculate the time and resources needed to complete the work. They should be used to identify trends such as, peak times, slow times, impact of lunch time, training, etc.... They should be used to identify a “blitz” point for each Team and all avenues of service; lobby, non-lobby and phones. They should be used to analyze the offices completion rates, transaction times and unclaimed work.
- **Verification and Resource Matrices:**
 - **Client:** All BPM Teams and persons applying for or receiving services.
 - **Purpose:** The purpose of both the verification and the resource matrix is to provide a format of consistency and trust throughout Process Management. Standard verification procedures were developed to provide responsive, accurate, and timely services to clients applying for benefits or re-certifying their eligibility. The focus is placed on achieving consistent and appropriate practices, reinforcing consistent verification procedures, reducing unnecessary over-verification or under-verification and reducing the burden on clients to provide verifications. Using the matrices will ensure verification requirements are more efficiently and accurately applied when processing cases. Also, staff must trust the accuracy of information being requested, they should not feel the need to rework the case.

- **How should it be used?** To ensure Eligibility Staff are only requesting required verification to determine eligibility for the program(s) applied for or renewing. The verification and resource matrix will reassure staff that everything needed to make an eligibility determination was provided or requested. In addition, it will eliminate over-verifying and/or under-verifying.
- **BPM Interview Script/Templates:**
 - **Client:** All BPM Teams, anyone reading the case and persons applying for or receiving services. Eligibility Workers will use the Team Interview Script/Template to ensure an efficient, accurate and focused interview is conducted and case action is documented consistently. Clients benefit from the Interview Script by only being asked questions that are relevant to the programs they are applying for.
 - **Purpose:** Using the Team Interview Script with the Template will provide a format of consistency and trust throughout the application or review process for all programs regardless of interview requirements. Proper use of the Team Interview Script ensures Eligibility Workers ask or address only the questions necessary to determine eligibility based on the program(s) a person has applied for or is renewing at the initial touch. The Template provides a platform for standard, consistent documentation. **This ensures that Eligibility Staff can trust the information documented on the template when they finish processing the case action making an eligibility determination, reducing rework.**
 - **Why use them?** The Team Interview Script/Template is required to be used by all Eligibility Staff for applications and reviews received regardless of interview requirements. The Team Interview Script/Template details the questions that are relevant to the programs applied for. The Team Interview Script/Templates were designed to flow with KEES as much as possible. This will allow Eligibility Staff to follow the process by keying KEES as they go, for programs requiring an interview, while keeping the client with them for the duration of the interview. The BPM Interview Script/Template should be utilized to explain to the client the outcome of the initial eligibility determination or the interview. This will reduce unnecessary repeat visits. While the **“Who, What, When and Where”** information is keyed into KEES, the **“Why”** of the circumstances and reasoning of their actions should be documented on the template if there is a discrepancy between the application and the information provided by the client at interview. This reduces re-work for Eligibility Staff that may need to finish the case action on a pended case. Limiting template comments to discrepancies and

information critical to the case but not captured in KEES, removes the need to over journal. Simultaneously conducting the interview, keying as they go into KEES, and keeping the client for the duration of the required interview significantly increases capacity and reduces duplication errors. Instructions for proper use of the Script/Template can be found online at [The Interview Script Instructions](#) .

B. SUPPORT STAFF RESPONSIBILITIES

Support Staff will function as their own Process Management Team to perform a variety of functions in support of administrative, program operations, and work flow processes. These functions include:

- Office Greeter
- Mail/E-mail Processing
- Registration
- Switchboard/Phone Support

1. OFFICE GREETER

The Office Greeter is responsible for determining what a client needs and where to route them (triaging). Triage is the process of sorting and prioritizing people coming into the office based on their need for service(s).

The Greeter function is one of the most important for effective Process Management. The message the Greeter communicates to clients in the office can have a major impact on office process. It is vital that the Greeter communicates with the client the approximate wait time for the appropriate team, approximate non-lobby processing times, as well as approximate processing time for returned calls. Accurate messaging allows the client to make an informed decision determining what avenue of service they wish to pursue based on their individual circumstance.

NOTE: Clients applying for LIEAP ONLY will not be seen in the lobby.

Examples:

- **Lobby:** An application for services is received in the lobby. The Greeter will use the Greeter Script and triage the client for services requested. The Greeter informs the client the approximate wait time in the lobby is 90 minutes. If the client would like to wait to be seen they will leave knowing the outcome of their request for services; approved, denied or what verification is needed to process the request before they leave. If denied they will know why they are not eligible and have the opportunity to

ask questions. If collateral contacts are necessary, the client will be there to authorize the sharing of information if needed. If an eligibility determination cannot be made the worker will explain the required verification(s) and answer any questions. If the client is unable to wait and would like to drop their information off the Greeter will inform them of the approximate processing time for the non-lobby.

- **Non-Lobby:** An application is dropped off at the office. The Greeter will ensure that the application is valid with a name, address, and signature. The Greeter informs the client that an eligibility worker will call them and attempt to complete the interview. The Greeter should inform clients that if they meet the expedite criteria, that the office will call them for an interview within the next 4 business days. By sharing this information with the client, it will reduce unnecessary repeat contacts with the office.
- **Phone Triage:** When answering incoming phone calls for the office the Greeter or Switchboard Operator will need to review the case in KEES, using ImageNow and provide the client with as much information as possible. They will also provide answers to all other general questions to the best of their ability. Like all other avenues of service, the goal is to provide a resolution at first contact. If the client wishes to receive a return call back from the office, the Greeter or Switchboard staff shall review “Clients in Lobby and Waiting” tab to see if the case is waiting to be processed, if there is an entry on the tracker the clerical worker will add the phone number to the existing entry with any additional comments. If the case is not on the tracker waiting to be processed add these calls directly to the Non-Lobby tracker on the appropriate Phone Team queue with the client on the phone.

Greeting Clients

The Greeter will meet all clients entering the lobby and use the “Greeter Script” asking “How may I help you today?”

See “Greeter Script” located at [Kansas Greeter Script](#)

If the client is staying to be seen, the client will retain their documents until the Human Services Specialist (HSS) claims them from the lobby. Documents dropped off, will be triaged and registered by the non-lobby Support Staff.

- 1) Review the case to ensure you are creating a task for the appropriate team following the hierchy:
 - Red - CA – Applications for Cash Assistance, Child Care, may be combined with LIEAP or Food Assistance
 - Green - NA – Applications for Food Assistance and/or LIEAP combined
 - Blue - Renew – Eligibility Reviews and/or LIEAP combined
 - Interim Reports – 6/12 month interim reports and/or LIEAP combined

- Purple – verification, changes and eligibility and/or LIEAP combined

NOTE: Clients applying for LIEAP only will not be seen in the lobby.

If the HSS calls the client before the client has had a chance to complete their application; the client will be interviewed and asked to continue completing the application during the interview. The HSS must ensure the application is complete and signed as well as address any inconsistencies documenting the outcome of the interview and action taken on the appropriate Team Interview Script/Template.

Lobby Supplies

Ensure resource rooms and interview rooms are stocked with all commonly used forms, brochures, date stamps, KanCare Cards and necessary documents.

Monitor Lobby Traffic

If long lines develop or clients have waited an excessive amount of time; notify a Supervisor or the Quarterback.

Back-Up Support

Provide backup support whenever possible. Backup support functions may include:

- 1) Answering any additional questions from clients
- 2) Assist with opening, date stamping, imaging and entering mail on the Non-Lobby Tracker as needed
- 3) Switchboard/Phone Support
- 4) Other duties as assigned

Supervisor's Roles and Responsibilities

Greeter/Triage Supervisor Responsibilities

- 1) Ensure all Greeters are using the Support Staff tools and following Business Process Management (BPM).
- 2) Ensure client is directed to the correct team for services requested.
- 3) Ensure Greeters are giving clients correct direction, documents, and information.
- 4) Ensure all Greeters are messaging appropriately to clients in the lobby for service options. Ensure all information is triaged and correctly entered by the Greeter utilizing the Lobby Tracker.
- 5) Periodically shadow/observe Greeter(s) to ensure adherence to Process Management.
- 6) If long lines develop for check-in; ensure the Greeters notify appropriate Supervisor(s) and/or Quarterback.

- 7) If clients have waited an excessive amount of time; ensure that the Greeters notify the appropriate Supervisor(s) and/or the Quarterback.
- 8) Ensure resource rooms and interview rooms are stocked with all commonly used forms, brochures, date stamps, KanCare Cards and necessary documents.
- 9) **Every Team must have a system in place to handle phone calls, emails and fax(s) as they come into the office. Voice mail(s) should be pulled and placed on the non-lobby tracker in the appropriate phone queue throughout the day.**

2. MAIL PROCESSING/IMAGING TO IMAGENOW

Processing Incoming Mail-Information Received

Support Staff are responsible for processing and triaging all received documents including, SSP Applications, emails and faxes for Food Assistance, TANF, Child Care Assistance and LIEAP. The expectation is for all offices to have all received documents processed and entered onto the appropriate tracker daily.

Documents received digitally, either through SSP or email, should not be printed for scanning. The ImageNow Printer function should be used in order to capture the clearest possible image. The date the e-mail or document was received must be entered as the ImageNow received date. This serves as a date stamp in these cases. Digital documents should ONLY be printed in hard copy when the format will not allow ImageNow Printer to capture a legible copy.

Digital retention should follow the same 60-day retention process as paper documents unless backlog occurs.

Each office will:

- 1) Collect, pick-up and/or deliver all mail as needed throughout the day from the office drop box, post office mail, Greeters, courier pouches and faxes. Drop box must also be picked up nightly at 5PM.
- 2) Process all documents received electronically as needed throughout the day such as, online applications, Eligibility Team emails and faxes.

Triage the office mail:

- 1) Open each envelope and date stamp the received mail.
Note: Do not date stamp unsigned applications, reviews and/or interim reports
[EES Unsigned Applications-Reviews-IRs Process](#)
- 2) Sort mail into the following categories (if applicable):
 - EES
 - Rehabilitation Services

- Employment Services
 - Goals
 - FA/ET
 - Prevention and Protective Services
 - Operations
 - Other
- 3) Deliver to designated mail areas.

Triage EES Mail:

The steps outlined below for screening, batching, and preparing documents for imaging will happen simultaneously for all EES mail received.

- Triage EES mail
 - Date Stamp all documents that have appropriate signatures
 - Sort all documents into their appropriate areas

NOTE: All supporting documentation should be kept with the associated Application

- Expedited Food Assistance Applications
- Accelerated Application (Utilized for Early Head Start Child Care Applications)
- LIEAP priority applications (18 hour and 48 hour)
- Applications, Reviews, IR's
- Barcoded Loose Mail
- Loose Mail
- Employment Services
- Returned Mail
- Unsigned Applications
- Prepare documents for Imaging
 - Separate Applications, remove staples, paper clips or any other objects that could get caught in the scanner
- Image and Index documents by priority using the guidance below to generate a task.
 - Expedited Food Assistance Application
 - Application Plan: KEES New Application
 - Basket: Application
 - Document Type for Application: Expedited FA Application
 - Document Type(s) for Supporting Documents:
 - See [DCF Imaged Forms Desk Aid](#)

- LIEAP Priority Applications
 - Application Plan: KEES New Application
 - Document Type: LIEAP Expedited 18 Hour Application or LIEAP Expedited 48 Hour Application
 - Document Type(s) for Supporting Documents
 - See [DCF Imaged Forms Desk Aid](#)
- Application
 - Application Plan: KEES New Application
 - Basket: Application
 - Document Type for Application: Application
 - Document Type(s) for Supporting Documents:
 - See [DCF Imaged Forms Desk Aid](#)
- LIEAP Application
 - Application Plan: KEES New Application
 - Document Type for Application: LIEAP Application
 - Document Type(s) for Supporting Documents
 - See [DCF Imaged Forms Desk Aid](#)
- Barcoded Loose Mail
 - Application Plan: Barcoded Documents
 - Basket: Case-Task
 - Document Type: See [DCF Imaged Forms Desk Aid](#)
- Loose Mail with NO Barcode

NOTE: Research Case Name and Case Number and write in the upper right-hand corner. Staff must check if there is a LIEAP case and review distributed documents to determine program pending information. Image to all appropriate case number(s).

 - Application Plan: KEES Case
 - Basket: Case-Task
 - Document Type: See [DCF Imaged Forms Desk Aid](#)
- Employment Services

NOTE: Research Case Name and Case Number and write in the upper right-hand corner

 - Application Plan: KEES Case
 - Basket: Case-Task
 - Document Type: Work Programs
- Returned Mail

NOTE: Research Case Name and Case Number and write in the upper right-hand corner

- Application Plan: KEES Case
 - Basket: Case-Task
 - Document Type: See [DCF Imaged Forms Desk Aid](#)
- Unknown Document not Associated to a Case or Person
 - Application Plan: KEES Unknown Case-DCF
 - Basket: Case-No Task
 - Document Type: See [DCF Imaged Forms Desk Aid](#)

NOTE: Place the Office Location in the First Name and the Last Name fields as well as the term 'Unknown' in the First Name and/or Last Name field if the name is unknown. For example, Office Location is Topeka, Last Name is Smith, and First Name is Unknown. This should be entered as Topeka Unknown Topeka Smith.

- Create a Purple or LIEAP task on the BPM tracker for all Loose Mail.
- Place all documents in the 60-day file retention area by date imaged.

3. SCREENING APPLICATIONS FOR EXPEDITE STATUS

Determining Expedited Food Assistance

See KEESM 1415 for rules on determining Expedited Food Assistance services. When screening for Expedited eligibility, it is the responsibility of the clerical staff to make a determination based on the information given in the application **in Section A only**. Although this determination may later be found to be incorrect (when the case is worked, and the interview process is completed), during registration clerical staff should focus on identifying those cases that are likely to be expedited. Reviewing all the information given in other sections of the application, information already received by the agency, or items submitted as supporting documents is the responsibility of the HSS eligibility staff.

Look at Section A of the application. If the following questions are marked Yes, then the application should be screened as expedited, and processed accordingly.

1. If Questions 1 and 2 are answered yes, it is Expedited Food Assistance.
2. If Questions 2 and 3 are both answered yes, it is Expedited Food Assistance.

Question 2-Does your household have less than \$100 in cash, checking, and savings?

And Question 3-**Is anyone in your household a migrant or seasonal farm worker?**

3. If the amount given in response to Question 6 plus the amount given in response to Question 7 is less than the amount given in response to Question 4, it is Expedited Food Assistance.

Question 4 - **Are your household's shelter expenses more than your households expected gross income and resources? Enter your current monthly rent/mortgage amount... \$ _____**

Question 6 - **Enter your household's gross income (before taxes deducted) expected this month. \$ _____**

Question 7 - **Enter your household's total money in cash, checking and savings. \$ _____**

Example:

- Question 4 - \$600.00
- Question 6 - \$100.00
- Question 7 - \$200.00

6&7 have a combined total of \$300 which is less than the \$600 answer given in question 4 so this case is expedited.

Determine LIEAP Priority

See KEESM 13220 for rules on determining Priority LIEAP services

When screening for priority eligibility, it is the responsibility of the clerical staff to make a determination based on the information given in the application.

Reviewing all the information given in other sections of the application, information already received by the agency, or items submitted as supporting documents is the responsibility of the HSS eligibility staff.

1. If Questions 2A or 2C are circled, it is 18 Hour Priority.
2. If Questions 2B or 2D are circled, it is 48 Hour Priority.

NOTE: Documentation must be provided to determine application is a priority

4. REGISTRATIONS

All valid applications, reviews and interim reports must be registered upon receipt to allow for immediate processing. This may be done by either the HSS or Support Staff.

- Lobby Application registration will be completed by the HSS. ALL documents (Application, verifications, and other supporting documents) will be imaged by the HSS using the offices Multi-Function Devices (MFD) and INPrinted to ImageNow at completion of the interview by the HSS.
 - LIEAP applications and supporting documents will need to be imaged to the LIEAP case number
- Non-Lobby Application registration (e-mail, SSP, mail-in, drop off) will be completed by Support Staff.

All Food Assistance applications, late reviews and loose mail will be screened for expedite Food Assistance, and staff will register and document the expedite accordingly. All LIEAP applications will be screened for priority.

5. APPLICATIONS

Application registration for e-mail, SSP, mail-in and drop off applications is an important piece of the incoming mail process and Support Staff should not let this become a backlog. The expectation is for all offices to have all incoming mail imaged and entered onto the Tracker daily.

- Access the Task Inventory page to claim the Registration task from the Administrative or LIEAP queues.
- Navigate back to the KEES home page after the Registration task has been claimed.
- Click on the task name hyperlink from the ‘Task Portlet’.
 - This places the application ID in the background session.
- Register the program(s) in KEES. This includes updating the address if needed.
- After registration is complete, click on the ‘Re-Index Documents’ button on the case summary page.
 - This will re-index all images associated to the Registration task and re-assign the task to the case.
- Finish the registration task with a status reason of DCF-Complete and click the Complete button to automatically generate a processing task for the appropriate team.
- Create task on BPM Tracker following the hierchy.
 - Red - CA – Applications for Cash Assistance, Child Care, may be combined with LIEAP or Food Assistance
 - Green - NA – Applications for Food Assistance and/or LIEAP combined
 - Blue - Renew – Eligibility Reviews and/or LIEAP combined
 - Interim Reports – 6/12 month interim reports and/or LIEAP combined

- Purple – verification, changes and eligibility and/or LIEAP combined

NOTE: Clients applying for LIEAP only will not be seen in the lobby.

Key Process Considerations

- Administration staff need to create a task on the BPM Tracker as well as the task in KEES.
- The system research, capture, and indexing of non-barcoded documents occurs with one touch.

6. REVIEWS / IRS

Received reviews must be completed in the month they are due, before the discontinuance date.

Paper

- Date Stamp all documents that have appropriate signatures
- Sort all documents into their appropriate areas as outlined in Non-Lobby processes
- Prepare documents for Imaging

Separate Reviews/IRs/12 Month Reports, remove staples, paper clips or any other objects that could get caught in the scanner

Image and Index documents using the guidance below to generate a task.

- Barcoded Review/IR/12 Month Report
 - Application Plan: KEES Barcoded Document
 - Basket: Case-Task
 - Document Type: Barcoded Document
 - Document Type(s) for Supporting Documents: See [DCF Imaged Forms Desk Aid](#)
- Review/IR/12 Month Report with NO Barcode **NOTE:** Research Case Name and Case Number and write in the upper right-hand corner
 - Application Plan: KEES Case
 - Basket: Case-Task
 - Document Type:
 - Reviews: Review
 - IRs: IR
 - 12 Month Reports: 12 Mo. Report
- Document Type(s) for Supporting Documents: See [DCF Imaged Forms Desk Aid](#)

Registration:

- Access the Task Inventory page to claim the Registration task from the Administrative queue.
 - Reviews: Review – Registration
 - IRs or 12 Month Reports: IR – Registration
- The Document Status for Barcoded Reviews/IRs/12 Month Reports will automatically update to ‘Received’ in KEES when they are imaged using the ‘Barcoded Document’ document type. If the Review/IR/12 Month Report does not have a barcode, manually update the Document Status to ‘Received’ on the Review and IR/12 Month Reporting List page. See [Manually Updating the Review Document Status](#) for detailed steps.
- Finish the task with a status reason of DCF-Complete and click the Complete button to automatically generate a processing task for the appropriate team.
- Create task on BPM Tracker following the hierarchy.
 - Red - CA – Applications for Cash Assistance, Child Care, may be combined with LIEAP or Food Assistance
 - Green - NA – Applications for Food Assistance and/or LIEAP combined
 - Blue - Renew – Eligibility Reviews and/or LIEAP combined
 - Interim Reports – 6/12 month interim reports and/or LIEAP combined
 - Purple – verification, changes and eligibility and/or LIEAP combined

Adding to the Appropriate BPM Tracker

The office will make every effort to triage all information and accurately add clients to the appropriate BPM Tracker for the appropriate Eligibility Team. It is vital for adequate triage to ensure clients do not have multiple/duplicate tasks on the BPM tracker. In addition, offices are required to use the approved “Standard Tracker Comments” located in the handbook appendix. The expectation is for all offices to have all received documents processed and entered onto the appropriate tracker daily.

- 1) Research the BPM Tracker to ensure a task does not already exist.
 - a. If there is no existing record on the BPM Tracker:
 - i. Add the client to the appropriate BPM Tracker using the “Standard Comments”.
 - b. If a record already exists on the BPM Tracker, do not create a duplicate task.
 - i. Determine if the hierarchy applies:
 1. Red - CA – Applications for Cash Assistance, Child Care, may be combined with LIEAP or Food Assistance
 2. Green - NA – Applications for Food Assistance and/or LIEAP combined
 3. Blue - Renew – Eligibility Reviews and/or LIEAP combined

4. Interim Reports – 6/12 month interim reports and/or LIEAP combined
 5. Purple – verification, changes and eligibility and/or LIEAP combined
 6. LIEAP -LIEAP Only
- ii. If the existing task needs to be changed to reflect the appropriate team assignment, complete the following:
 - c. On the “All clients” tab, find the existing task and change the team assignment following the triage hierarchy. Update the comments if needed.

NOTE: When supporting documents are received and a LIEAP task already exist on the BPM Tracker, clerical staff shall check distributing documents to ensure the information is imaged to the correct case. If the information received is for any of the following, Food Assistance, TANF and/or Child Care the task must be changed to the appropriate team following the hierarchy.

See the hierarchy on the “type of mail” table below

Type of Mail	Program/Function	Tracker/Team Assignment	
		Lobby	Non-Lobby
Initial Application(s)	TANF Child Care and any other program	Red	Red
	Food Assistance or combined with LIEAP	Green	Green
Eligibility Review Or Interim Report	Food Assistance TANF Child Care LIEAP combined with any other program	Blue or Blue-IR	Blue or Blue-IR
Change-Verification	Food Assistance TANF Child Care LIEAP combined with any other program	Purple	Purple
LIEAP	LIEAP ONLY		LIEAP
Employment Services Mail Changes Submitted Verification Pending Information	No Tracker Assignment <i>*Follow local office procedures for delivery of Employment Services mail-If the client is in the lobby to be seen contact Employment Services</i>		

Unsigned Applications, Reviews or Interim Reports

Applications Received without a signature should be sent through the Telephonic Signature Process to obtain a valid signature and continue the application process. If the Telephonic Signature Process is unsuccessful, the application must be returned to the client for signature.

Attach the P-15 Application Signature Request form and mail the documents (Reviews, IR's and applications when appropriate) back to the client. If there is not an address, write no address provided on the letter and file the documents in the 60-day retention area.

[KEESM/Appendix/P-15 UnsignedApplicationLetter](#)

NOTE: Date Stamp unsigned applications **with a signature on page 3** next to the signature to protect the filing date should the Client return the unsigned applications.

All supporting documentation should be kept with the associated application, review, or IR.

Out-Going Mail

- 1) Prepare outgoing mail; attach postage or routing slip.
- 2) Sort mail and place in the appropriate pouch for couriers.
- 3) Stock postage supplies daily; envelopes, routing slips, etc.

Mail Processing Supervisor Responsibilities

- 1) Ensure all Support Staff are using the Support Staff Tools and following Business Process Management.
- 2) Ensure all incoming mail is processed (sorting, screening, prepping for imaging, batching, imaging into KEES/ImageNow and adding the client to the Tracker) correctly and timely including applications, late reviews and verifications screened for expedite Food Assistance.
- 3) Ensure all LIEAP application registration and regular registration task are maintained at the same number of days out.
- 4) Ensure all clients are entered correctly on the appropriate BPM Tracker:
 - a. Non-Lobby
 - i. Red
 - ii. Green
 - iii. Purple
 - iv. Blue
 - v. Blue-IR
 - vi. LIEAP

- 5) Periodically shadow/observe Support Staff to ensure adherence to Process Management.
- 6) If mail backlog develops for the Non-Lobby (Backlog for the mail is defined as mail that has not been processed the same day, no later than the next day of receipt); notify the appropriate management team. Include the plan to eliminate the mail backlog.
- 7) Ensure the mail processing room is stocked with all commonly used forms, necessary documents, date stamp, etc...

The Mail Processing Team must have a system in place to handle all incoming mail, SSP applications, e-mails and fax(s) as they come into the office. All mail should be processed the same day as received not exceeding the following business day.

7. TELEPHONIC SIGNATURES

Telephonic Signatures – Harvesters:

Harvesters provides a service to their clients by assisting them with applying for FA, TANF, and Child Care benefits in person and over the phone. Previously all applications completed over the phone between Harvesters and a client are mailed to the client for their signature and the client is then responsible to turn it in to the local DCF office. Effective 2/1/18 Harvesters is equipped to offer Telephonic Signature to applicants. If the client agrees to do the Telephonic Signature Harvesters will complete the online application with the client over the phone. If the Telephonic Signature is completed the application will be submitted through the SSP. Harvesters will then mail or email a copy of the application to the applicant after it has been submitted online.

Unsigned Applications

When an application has been received without the proper signature in the necessary locations it will be sent through the Telephonic signature process to secure a valid signature as quickly as possible.

1. Identify the Application received from client without signature.
2. The HSA will contact one of the designated Telephonic Signature (TS) callers. These callers are capable of recording the application signature.
3. The TS caller will call the applicant and offer the Telephonic Signature service.
 1. Similar to a cold call for interview, the TS caller will make two attempts. If the applicant does not answer on the first attempt, the TS caller will leave a message explaining who is calling, the reason for the call, and informing the applicant that another call will be made in 5-10 minutes.

4. If the TS caller is unable reach the applicant, the TS Caller will inform the HSA that the client could not be contacted.
 1. The HSA will continue with the unsigned application process, mailing the documents back to the applicant for signature.
5. If the applicant is reached the TS caller will explain the purpose for the call and the Telephonic Signature will be offered as an option.
 1. If the client declines to utilize the Telephonic Signature the application will be returned to the HSA for the unsigned signature process.
6. If the applicant agrees to take advantage of the Telephonic Signature, the TS caller will begin recording, using the Telephonic Signature Script, capture applicants signature, end recording and call with applicant.
 1. An E-mail will be auto-generated and sent to the DCF EES Telephonic Signature inbox.
7. The TS Caller will retrieve the e-mail from the offices EES inbox and save the recording to the T drive.
8. The TS caller will then delete the email from the DCF EES Telephonic Signature inbox.
9. The TS Caller will write the applicants name into the signature line followed by “Telephonic Signature”
10. The TS will add a journal entry to document the Telephonic Signature.
11. The application will be returned to the HSA who will then follow the normal BPM Process for application registration.

8. FILE CONTROL

Filing

- 1) Support Staff will maintain all paper files in the appropriate filing area including all active and closed legacy files and retention documents.
- 2) HSA’s are responsible for purging per KEESM 1711.

Collecting Documents/Retention

Supervisors, and/or HSS’s are to have NO paper documents in their office. Supervisors and HSS’s will ensure that all documents are imaged and delivered to the retention filing area daily.

9. KANSAS BENEFIT CARDS

The EBT Interface communicates with KEES, and produces a task for the Administrative queue when EBT is unable to send mail to the consumer's address in KEES.

Support Staff:

- Claim the **EBT Undeliverable Card – Check Address** task.
- Process the task following the instructions found in the [EBT System Guide](#).
- If no additional case action is needed then finish the task using the **DCF Complete** status reason and click the **Complete** button.
- For Food Assistance cases only, if the consumer also reports shelter costs, landlord information, household composition changes, etc. and further case action is needed, release the task and [reassign the task](#) to the Purple queue. Add an entry to the tracker for the Purple team to take further action on the changes reported. For TANF/Child Care cases, once the address is updated, release the task and [reassign the task](#) to the Purple queue. Add an entry to the tracker for the Purple team to claim and follow up on the address change.
- If you are unable to reach the consumer to obtain a new address, release the task and [reassign the task](#) to the Purple queue. Add an entry to the tracker for the Purple team to take further action on the EBT Undeliverable Card.
- Document all action taken in the KEES Journal.

Purple Team:

- Claim the task from the tracker.
- Claim and process the 'EBT Undeliverable Card – Check Address' task.
- Call the consumer to obtain any additional information needed. If you are unable to reach the consumer, request verification of address and any information needed and/or update any relevant data collection pages.
- Follow the Request for Information process.
- Finish the task using the 'DCF Complete' status reason and click the Complete button.

For more detailed KEES steps and considerations refer to the KEES User manual: [EBT Undeliverable Mail Process \(KEES\)](#)

Other EBT assistance can be found here:

[Economic & Employment Services - EBT](#)

10. PHONES

Phones are an avenue utilized for service requests. Phones will be properly staffed daily for all Process Management Teams. **All offices should answer live phone calls.**

Support Staff are responsible for triaging incoming calls and retrieving voice messages.

- 1) If the caller knows the extension they are trying to reach they can self-select from the automated message.
- 2) If the caller does not know the extension they are trying to reach, the call will be routed to switchboard/reception that will triage and determine if a BPM team is available to accept the call. If a team member is not available, the message should be taken directly from the caller and added directly to the non-lobby tracker for the appropriate phone team.
 - a. For incoming calls where a change of address is reported. Support Staff will enter the client on the non-lobby tracker for the appropriate phone team queue with the new reported address, rent amount, utilities being paid and known changes in household composition.

Phone messages are inherently inaccurate, incomplete, inaudible or otherwise difficult or timely to understand. It vastly improves the quality of information gathered if the information is taken directly from the caller, rather than from a phone message. For this reason, if the client wishes to receive a return call back from the office, the Greeter or Switchboard staff shall review “Clients in Lobby and Waiting” tab to see if the case is waiting to be processed, if there is an entry on the tracker the clerical worker will add the phone number to the existing entry with any additional comments. If the case is not on the tracker waiting to be processed add these calls directly to the Non-Lobby tracker on the appropriate Phone Team queue with the client on the phone.

These steps will:

- Increase the accuracy of information entered on the tracker for the worker returning the phone message.
- Increase the timeliness of having phone messages entered on the tracker to be returned and available for staff to return.
- Increase the caller’s confidence when leaving a message with a person rather than a recorded voice message.
- Decrease the time spent by Eligibility Staff checking messages and increasing office capacity.
- Increase staff capacity with accurate and complete information received by the caller.

- 3) Support Staff will check the office voice mail for all EES programs and load retrieved messages onto the Non-Lobby tracker for the appropriate phone team no less than four times daily. Using the [Standard Tracker Comments](#)

Phone Supervisor Responsibilities:

- 1) Ensure all incoming phone calls are routed to the correct team.
- 2) Ensure Support Staff are messaging appropriately to clients calling into the office for service options.
- 3) If the BPM Team is unavailable to answer live calls, ensure all incoming phone calls are entered by Support Staff onto the Non-Lobby tracker with the caller on the phone.
- 4) Ensure the client is loaded onto the correct team for services requested.
- 5) Ensure Support Staff are entering as much useful information as needed.
- 6) Ensure all Support Staff are using the Support Staff Tools and following Business Process Management.
- 7) Periodically shadow/observe Support Staff to ensure adherence to Process Management.
- 8) If a phone backlog occurs for answering incoming calls or retrieving voicemails notify the appropriate management team.

The Phone Team must have a system in place to handle all incoming calls and voice mails retrieval as they come into the office. All phone calls and voice mail retrieval should be processed the same day as received not exceeding the following day.

Search the Clients in Lobby and Wait Times tab by client name and case number to check for an existing entry.

❖ **To update an existing entry**, navigate to the entry on the Clients in Lobby and Wait Times tab.

- Add additional standard comments and initials to existing comment in the Language or Comments field.

Ex: client calls to check status of this case on tracker: *FS Income 1/10 -ab*

add phone number and standard phone comment to existing entry: *FS Income 1/10 -ab, 1/23/20 1:43pm, called to check status of info turned in -cd*

- Update the Team if appropriate per the hierarchy:
 1. Red
 2. Green
 3. Blue
 4. Interim Report
 5. Purple
 6. Phone Red
 7. Phone Green
 8. Phone Blue
 9. Phone Purple
 10. LIEAP

Ex: household on tracker for LIEAP turns in IR; add standard comment for IR to existing entry and update team to Interim Report.

- ❖ **To add a non-lobby entry**, use the Add New Client Request button and complete entry as follows:
 - Case Number/LIEAP Case Number; double click on case number in KEES to copy and paste
 - Client Name; double click on case name in KEES to copy and paste
 - Select appropriate Team (Red, Green, Blue Interim Report, Purple or LIEAP)
 - Standard comment (see link below) in the Language or Comments field, ending with your initials
 - Do not fill in the Phone Number field
 - Click Save/New to save the entry
- ❖ **To add a phone call**, use the Add New Phone Task button and complete entry as follows:
 - Case Number/LIEAP Case Number; double click on case number in KEES to copy and paste
 - Client Name; double click on case name in KEES to copy and paste
 - Select appropriate Phone Team (Phone Blue, Phone Green, Phone Purple or Phone Red)
 - Standard phone comment (see below) in the Language or Comments field, ending with your initials
 - Phone Number
 - Click Save/New to save the entry.

Use the Standard Non-Lobby Comments when adding work to the BPM Trackers:

[Standard Tracker Comments](#)

C. ELIGIBILITY STAFF RESPONSIBILITIES

Human Services Specialist(s) (HSS) will be assigned to specific Eligibility Teams to ensure efficient and accurate delivery of benefits for all avenues of service (Lobby, Non-Lobby, Phones). They will also address work not captured on the Tracker(s). The Eligibility Teams are:

- Red - New applications for TANF, Child Care Assistance
- Green - New applications for Food Assistance
- Blue - Reviews and Interim Reports
- Purple - Pend/process, changes and verification
- LIEAP – New applications for LIEAP Assistance

NOTE: when a client applies for both LIEAP assistance and any other program the case will be placed on the appropriate team tracker for which program the client applied with LIEAP. Example: FA/LIEAP will be placed on the tracker for the Green Team.

LIEAP queue will be used for all cases where:

1. Client does not have an active case number known to KEES non-medical except LIEAP
2. Nothing is pending for any other program
3. No further information is needed to reactivate or make an eligibility determination for any other program.

HSS's are responsible for ensuring all clients are interviewed, applications are processed **accurately**, and eligibility determinations are made in an expeditious manner.

HSS's will be assigned to do client interviews **face to face**, on the phone (both incoming interviews and outgoing cold calling) or initial eligibility determinations for programs which do not require an interview. Reference each team's (Red, Green, Blue, Purple, LIEAP) section for instructions on how the Lobby or Non-Lobby Tracker should be used to manage this effort.

A request to add a program will be treated as a new application and assigned to the appropriate team.

11. SAME DAY SERVICE

The goal is to serve clients based on their request for services by utilizing the Lobby, and Non-Lobby trackers. If staff are unable to meet this goal, office supervision should triage the work and coordinate resources between teams by fluidly assigning staff.

If a transaction will take no longer than it would take to load onto the tracker, the expectation is to work the transaction without adding it to the tracker. If the transaction will take longer than it would take to load onto the tracker, it should be added to the tracker and claimed. The expectation is first contact resolution and elimination of hand-offs.

12. NOTICES AND SCHEDULING

The HSS shall attempt a cold call if there is a phone number available, prior to sending an appointment notice.

Follow Cold Call Process:

- 1) Claim the client from the phone queue on the non-lobby tracker:
- 2) Call the client:
 - a. If they do not answer:
 - i. Leave a voice message (if possible) and tell them who you are and why you are calling. Tell them you will call back within 3-5 minutes. (Many clients monitor their calls, so they will typically answer on the second call).
 - ii. Make the second attempt to cold call the client within 3-5 minutes from the first cold call attempt.
 - b. If the cold call is successful follow the “Same Day Interview” process.
 - c. If the second attempt is unsuccessful do the following:
 - i. Leave a second voice message (if possible) and tell them who you are, why you are calling and what they can expect. i.e. “You will receive a notice in the mail informing you of the interview requirements for your application. To complete the required interview, please contact the office at (###) ###-####.
 - ii. When sending an appointment letter for a telephone interview, select the **Print Appointment Letter** check box to send the V301 Interview Notification Form.
 - iii. Key the Appointment Detail Page with the corresponding date given on the Appointment notice.

NOTE: The V301 Interview Notification Form indicates the client needs to complete a telephone interview.

- iv. Enter the appointment date in the **Begin Date** field using the <mm/dd/yyyy> format or the calendar icon.

NOTE: The begin date should always be Monday through Friday.

- v. Select the **Begin Time** for the scheduled appointment.
- vi. Click the **Save** button.
- vii. Document the date and time of the attempted phone calls in the KEES Journal (i.e. unable to reach client left voice message).
- viii. Applications screened as expedite for Food Assistance must have their interview scheduled to occur no later than 4 business days from date of application (see KEESM 1415.2). *See Notices and Scheduling.*
- ix. All other applications must have the interview scheduled to occur no later than 7 calendar days following the date the application is received.

For unsuccessful cold calls a notice will be sent to the client with a specific date and a two-hour window of time for the interview.

NOTE: If the **Print Appointment Letter** check box was selected, the **Form Window** opens. See [Completing the V301](#) for information on how to enter the appointment.

NOTE: KEES sends the X045-Notice of Missed Interview for Food Assistance 3 business days after the missed interview

KEES automatically denies a program and sends a notice if the **Attendance** field is marked with any value except *Completed* or *Exempt*:

- Applications for Food Assistance/TANF
- Reviews for Food Assistance
- Reviews for TANF- Denial for failure to complete a scheduled interview

NOTE: Interviews are not required for TANF reviews per policy. However, if a worker feels an interview is needed, one can be scheduled. The Denial for No Interview-Review batch sweeps for both FA and TANF programs where an interview has been indicated but not completed.

Note: Child Care applications, Child Care eligibility reviews, and LIEAP applications do not require an interview; the following process should be used:

- 1) Claim the client from the appropriate BPM Tracker
- 2) Claim ALL KEES tasks
- 3) Use the appropriate “BPM Interview Script/Template” or “Application Worksheet” to ensure all items of eligibility are addressed and appropriate documentation of case action is completed.
- 4) Key KEES with known information. The eligibility system serves as a record of documentation.
- 5) Collateral Contacts must be used to obtain as much verification as possible to process the service request to completion. Contact the applicant if needed to

- obtain information through the collateral contact, address unknown information and/or discrepant or questionable information.
- 6) If the required information needed to process the case is not gathered through collateral contacts, online or interface resources, send the client a request for information, giving the client exactly 10 calendar days to provide the requested information.
 - 7) Update the appropriate tracker (Lobby, Non-Lobby or Phone) with the status of the case.
 - 8) Review and complete all KEES tasks.

13. COMPLETING THE INTERVIEW OR INITIAL ELIGIBILITY DETERMINATION

Verification Standards

Human Service Specialists (HSS) on all Process Management Teams will pursue any required verifications using the “Verification Matrix” and/or “Resource Matrix” to complete the interview or eligibility determination. **All** means of collateral contact(s) must be exhausted and every attempt made to complete the application during the **first contact eligibility determination or interview** whenever possible.

The intent is to establish eligibility during the initial touch, following the Principle of First Contact Resolution. The goal is to pend as few case actions as possible. When the HSS is unable to obtain the required verification through all means of collateral contact and must pend the case action for verification, it is vital to leave the office’s phone number with the collateral contact in case there is a return call from the collateral source.

The Human Service Specialist Must:

- Determine eligibility accurately following DCF Program policies.
- Follow and document **all discrepencies** on the appropriate “BPM Interview Script/Template”,
- Request only the minimum verifications required for the program. Refer to the “Verification Matrix” and “Resource Matrix.”
- Send the required notice(s) for requesting information, pending to the exact 10th calendar day.
- Send any communication to internal or external partners if required.
- Key as you go in KEES, completing as much system entry as you can with known information.

- Keep the client with you face to face or over the phone for the duration of the interview or eligibility determination. This will reduce unnecessary repeat visits and case errors.

Documentation Requirements

Documentation should be captured on the appropriate “BPM Interview Script/Template” and/or in the KEES Journal, this **is required** and will be used for documenting all case actions following the process below.

The “BPM Interview Script/Template” will be used for all applications or eligibility reviews for the Green, Red, and Blue Team.

If LIEAP only, the eligibility worker will complete an Application Worksheet.

The KEES Journal will be used by all Eligibility Teams.

- KEES will auto-journal when a cold call is unsuccessful. Workers should only add an additional journal if there is critical information such as a disconnected phone number.
- Blue IRs and the Purple Team will use the KEES Journal to document action taken on the case.

The Purple Team will rely upon consistent completion of the “BPM Interview Script/Template” for pending applications and reviews. The Purple Team will rely upon consistent completion of the KEES Journal for phone calls, pending Interim Reports, 12 Month Reports, or changes reported. The Purple Team will document all case actions using the KEES Journal.

14. GREEN TEAM

The Green Team is responsible for processing applications for Food Assistance and LIEAP. Some cases may require the HSS to ask additional questions based on the household circumstances. The goal is to serve clients by processing their request for service as far as possible, at the time the request is made by the client to the Agency.

The expectation is first contact resolution by making collateral contacts, engaging the client as needed, and eliminating the need for the Purple team to follow up on the case, as much as possible.

This can be done efficiently by managing all avenues of service; the Lobby or the Non-Lobby Tracker and the Phones. If current staffing means that the Green Team is unable to meet this goal, office supervision should triage the work and coordinate resources between teams by fluidly assigning staff.

All valid applications must be registered upon receipt to allow for immediate processing. This may be done by either the HSS or Support Staff.

- [Lobby Application registration](#) will be completed by the HSS.

- [Non-Lobby Application](#) registration (SSP, e-mail, fax, mail-in, and drop off) will be completed by Support Staff.

All Food Assistance applications will be screened for expedited Food Assistance. For applications screened for expedited Food Assistance, staff will register and document the expedited need accordingly on the appropriate template and by following the [expedited process](#) in the user manual.

All LIEAP applications will be screened for priority. See KEESM 13220

The expectation is first contact resolution and elimination of hand offs.

Human Service Specialist(s) (HSS) will:

- 1) Claim the client from the BPM Tracker for the Green team.
- 2) Claim ALL KEES tasks associated to the case except Work Programs tasks.
- 3) Retrieve the client from the lobby or contact the client by phone for an interview.
Workers should keep the client with them or on the phone for the duration of the interview and/or eligibility determination.
 - a) If the HSS calls the client before completion of the application in the lobby, the client will be interviewed and asked to continue completing the information during the interview. The HSS must ensure the application is completed and signed, address inconsistent information, and document the outcome of the interview and action taken on the appropriate BPM Interview Script/Template.
- 4) Locate the client's information in ImageNow from the context of the KEES case.
- 5) For lobby interviews and/or eligibility determinations, the client will have their application and supporting documents in hand. Eligibility staff will register the program(s) in KEES if needed.
- 6) Conduct the interview/initial determination using the appropriate "BPM Interview Script/Template".
- 7) Complete the appropriate system inquires when prompted by the interview script:
 - a) EATSS ***DO NOT PRINT TO IMAGENOW**
 - b) **KDOL**
 - c) WorkNumber
 - d) MMIS
 - e) Legacy Systems
 - f) Etc.
 - i) Print information into the client's ImageNow file using the [DCF Imaged Forms Desk Aid](#)

- 8) Key as you go in KEES completing as much system entry as possible during the course of the interview.
- 9) Conduct collateral contacts to obtain required verification.
 - a) Lobby interviews:
 - i) **Note:** Utilize the speakerphone or headset and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
 - b) Non-Lobby interviews (Phone):
 - i) **Note:** Utilize three-way calling and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
- 10) Review “Rights and Responsibilities” and provide the client a copy.
- 11) Offer Voter’s Registration to US Citizens.
- 12) Complete the appropriate “BPM Interview Script/Template” by completing all relevant program fields.
 - a) If inconsistencies are discovered during the interview, the (HSS) will **ask additional questions to clarify/research the issues identified and document the findings.**
- 13) The HSS will continue to interview or make an eligibility determination once initiated even if the client has not been assigned to the appropriate team, using the appropriate “BPM Interview Script/Template”, or documenting case actions in the KEES Journal.
- 14) Once the interview or eligibility determination has been completed the HSS will:
 - a) Finish the documentation
 - b) Documents received in the lobby will be imaged by the eligibility worker using the office’s Multi-Function Device (MFD) to e-mail the images to themselves.
 - c) Eligibility workers will then INPrint all information and verifications to ImageNow using the Case–No Task option, upon completion of the interview using the [DCF Imaged Forms Desk Aid](#).
 - d) Documents received in the lobby will then be routed to Support Staff for file retention.
 - e) Inform the client of the eligibility determination.
 - i) Complete:
 - (1) Approval:
 1. Answer questions and provide information
 - (2) Denial:
 1. Answer questions, provide information including but not limited to community resources, etc.
 - (3) Send the appropriate NOA
 - ii) Pending:
 - (1) Creates the verification record for all information that is needed for the program(s) being processed.

- (2) If creating the verification manually go to the Verification list page. See [Adding a Verification](#).
- (3) If creating the verification automatically select the value of 'Pending' from the 'Verified' field on the data collection page(s).
- (4) After the record is created go to the Verification List page and edit the record to add a program.
- (5) Send Request for Information Form from KEES
 1. Select verifications you want to appear on the form from the Verification list page by clicking the check box next to the verification. Once all verifications are selected click on the 'Generate Forms' button.
- (6) Generate a form manually from distributed documents.
- (7) Answer questions, provide explanation, inform the client of next steps required for an eligibility determination, community resources, etc.
- (8) Communicate with external or internal partners if required.
 1. Send Self-Assessment form
 2. Communicate with Employment Services
 3. Etc.

iii) No Show:

- (1) Create an entry on the [Customer Schedule](#) page to allow the system to close for no interview after 30 days if an interview is required for the program, and send the Notice of Interview.

15) Update all KEES tasks appropriately.

NOTE: When combined with a LIEAP case, proceed to LIEAP processing. The LIEAP case will be documented on the same BPM Interview Script/Template.

16) Final step is to update BPM Tracker with correct status after determining eligibility as far as you can on all case(s).

Note: For lobby tasks, always check the Non-Lobby tracker for duplicate tasks. If a duplicate task exists, claim the task and update the additional task as No File.

Tracker Status Definitions:

Complete – The task has been finished and the client's request has been resolved. The client will need no further contact with the Agency related to this request. In the case of an application, the worker has either approved or denied **all** programs applied for. In the case of a reported or known change, the worker has completed the change on the case and made an eligibility determination for **all** programs. Partial approval could result in additional contacts from the client requesting information about the status of their request.

Pending – The task has been worked as far as possible and the client’s request has **not** been resolved on *either* case. Pended work is an indication there will be at least one more contact with the client. In the case of an application, pending indicates we were unable to approve or deny any one of the programs applied for. Incomplete IRs and Expedited applications with postponed verifications are also pending, as they represent work that the agency can reasonably expect to receive.

No Show – An interview was attempted but we were unable to complete. Examples of No Show include for the non-lobby an unsuccessful cold call attempt or in the lobby when the client leaves the office before being called to the interview. In the case of an application where multiple programs have been applied for No Show indicates the cold call was unsuccessful and the Agency was unable to complete the interview. When multiple programs are involved, the case is always marked as a no show if the interview was not completed, even when the other programs were pended or completed that never required an interview.

Example: A Food Assistance/LIEAP Application was received by the agency and the HSS attempted a cold call for the food assistance interview and was unsuccessful. The worker will process the LIEAP case. This case would be updated on the tracker as a No Show

No File – For all cases claimed from the tracker, where no case action was required. Staff shall update the tracker with the status of No File if the case was already processed by another worker or added in error. Supervisors should use this status when reconciling the trackers and duplicates are identified. When using No File this will not impact the BPM reports.

Example: Worker claims case from Lobby Tracker then finds the same case on the Non-Lobby Tracker. Worker would update the Non-Lobby tracker with a status of No-File and update the Lobby tracker with either Complete or Pending, depending on the outcome of the eligibility determination.

Example: Worker claims case from Non Lobby tracker. After claiming the case, worker sees that all the case action for the tracker entry had already been completed by another worker. This may have been as a result of a another tracker entry, phone call, or work from a report. The worker will journal that no action was taken and update the current tracker entry as NO-File.

Completing the Interview –Incoming Call:

Green Team will look to see if an entry on the tracker already exists.

- 1) If no entry exists, the HSS will add the client to the Non-Lobby Tracker for Green and claim the entry.
- 2) If an entry already exists, the HSS will claim the client from the assigned Tracker.

- 3) Follow the “Green Team” process above.

15. RED TEAM

The Red Team is responsible for TANF, Child Care and the accompanying Food Assistance or LIEAP application. Some cases may require the HSS to ask additional questions based on the programs applied for and the household circumstances. The goal is to serve clients by processing their request for service as far as possible, at the time the request is made by the client to the Agency.

The expectation is first contact resolution by making collateral contacts, engaging the client as needed, and eliminating the need for the Purple team to follow up on the case, as much as possible.

This can be done efficiently by managing all avenues of service; the Lobby or the Non-Lobby Tracker and the Phones. If current staffing means that the Red Team is unable to meet this goal, office supervision should triage the work and coordinate resources between teams by fluidly assigning staff.

All valid applications must be registered upon receipt to allow for immediate processing. This may be done by either the HSS or Support Staff.

- [Lobby Application registration](#) will be completed by the HSS.
- [Non-Lobby Application](#) registration (SSP, e-mail, fax, mail-in, and drop off) will be completed by Support Staff.

All Food Assistance applications will be screened for expedited Food Assistance. For applications screened for expedited Food Assistance, staff will register and document the expedited need accordingly on the appropriate template and by following the [expedited process](#) in the user manual.

Human Service Specialist(s) (HSS) will:

- 1) Claim the client from the assigned BPM Tracker for the Red team.
- 2) Claim ALL KEES tasks associated to the case except Work Programs tasks.
- 3) Retrieve the client from the lobby or contact the client by phone for an interview.
Workers should keep the client with them or on the phone for the duration of the interview and/or eligibility determination.
 - a) If the HSS calls the client before completion of the application in the lobby, the client will be interviewed and asked to continue completing the information during the interview. The HSS must ensure the application is completed and signed, address inconsistent information, and document the outcome of the interview and action taken on the appropriate BPM Interview Script/Template.

- b) The client will need to complete the online tutorial and provide their certificate of completion while in the lobby if applying for TANF.
- 4) Locate the client's information in ImageNow from the context of the KEES case.
- 5) For lobby interviews and/or eligibility determinations, the client will have their application and supporting documents in hand. Eligibility staff will register the program(s) in KEES if needed.
- 6) Conduct the interview/initial determination using the appropriate "BPM Interview Script/Template".
- 7) Complete the appropriate system inquires when prompted by the interview script:
 - a) EATSS ***DO NOT PRINT TO IMAGENOW**
 - b) **KDOL**
 - c) WorkNumber
 - d) MMIS
 - e) Legacy Systems
 - f) Etc.
 - i) Print information into the client's ImageNow file using the [DCF Imaged Forms Desk Aid](#)
- 8) Key as you go in KEES completing as much system entry as possible during the course of the interview.
- 9) Conduct collateral contacts to obtain required verification.
 - a) Lobby interviews:
 - i) **Note:** Utilize the speakerphone or headset and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
 - b) Non-Lobby interviews (Phone):
 - i) **Note:** Utilize three-way calling and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
- 10) Review "Rights and Responsibilities" and provide the client a copy.
- 11) Offer Voter's Registration to US Citizens.
- 12) Complete the appropriate "BPM Interview Script/Template" by completing all relevant program fields.
 - a) If inconsistencies are discovered during the interview, the (HSS) will **ask additional questions to clarify/research the issues identified and document the findings.**
- 13) The HSS will continue to interview or make an eligibility determination once initiated even if the client has not been assigned to the appropriate team, using the appropriate "BPM Interview Script/Template", or documenting case actions in the KEES Journal.
- 14) Once the interview or eligibility determination has been completed the HSS will:

- a) Finish the documentation
- b) Documents received in the lobby will be imaged by the eligibility worker using the office's Multi-Function Device (MFD) to e-mail the images to themselves.
- c) Eligibility workers will then INPrint all information and verifications to ImageNow using the Case–No Task option, upon completion of the interview using the [DCF Imaged Forms Desk Aid](#).
- d) Documents received in the lobby will then be routed to Support Staff for file retention.
- e) Inform the client of the eligibility determination.
 - i) Complete:
 - (1) Approval:
 - 1. Answer questions and provide information
 - (2) Denial:
 - 1. Answer questions, provide information including but not limited to community resources, etc.
 - (3) Send the appropriate NOA
 - ii) Pending:
 - (1) Creates the verification record for all information that is needed for the program(s) being processed.
 - (2) If creating the verification manually go to the Verification list page. See [Adding a Verification](#).
 - (3) If creating the verification automatically select the value of 'Pending' from the 'Verified' field on the data collection page(s).
 - (4) After the record is created go to the Verification List page and edit the record to add a program.
 - (5) Send Request for Information Form from KEES
 - 1. Select verifications you want to appear on the form from the Verification list page by clicking the check box next to the verification. Once all verifications are selected click on the 'Generate Forms' button.
 - (6) Generate a form manually from distributed documents.
 - (7) Answer questions, provide explanation, inform the client of next steps required for an eligibility determination, community resources, etc.
 - (8) Communicate with external or internal partners if required.
 - 1. Send Self-Assessment form
 - 2. Communicate with Employment Services
 - 3. Etc.
 - iii) No Show:
 - (1) Process any programs that do not require an interview.

- (2) Create an entry on the [Customer Schedule](#) page to allow the system to close for no interview after 30 days if an interview is required for the program, and send the Notice of Interview.

15) Update all KEES tasks appropriately.

NOTE: When combined with a LIEAP case, proceed to LIEAP processing. The LIEAP case will be documented on the same BPM Interview Script/Template.

16) Final step is to update BPM Tracker with correct status after determining eligibility as far as you can on all case(s).

Note: For lobby tasks, always check the Non-Lobby for duplicate tasks. If a duplicate task exists, claim the task and update the additional task as No File.

Tracker Status Definitions:

Complete – The task has been finished and the client’s request has been resolved. The client will need no further contact with the Agency related to this request. In the case of an application, the worker has either approved or denied **all** programs applied for. In the case of a reported or known change, the worker has completed the change on the case and made an eligibility determination for **all** programs. Partial approval could result in additional contacts from the client requesting information about the status of their request.

Pending – The task has been worked as far as possible and the client’s request has **not** been resolved on *either* case. Pended work is an indication there will be at least one more contact with the client. In the case of an application, pending indicates we were unable to approve or deny any one of the programs applied for. Incomplete IRs and Expedited applications with postponed verifications are also pending, as they represent work that the agency can reasonably expect to receive.

No Show – An interview was attempted but we were unable to complete. Examples of No Show include for the non-lobby an unsuccessful cold call attempt or in the lobby when the client leaves the office before being called to the interview. In the case of an application where multiple programs have been applied for No Show indicates the cold call was unsuccessful and the Agency was unable to complete the interview. When multiple programs are involved, the case is always marked as a no show if the interview was not completed, even when the other programs were pended or completed that never required an interview.

Example: A Food Assistance/Child Care Application/LIEAP application was received by the agency and the HSS attempted a cold call for the food assistance interview and was

unsuccessful. The worker will process the Child Care case and the LIEAP case. This tracker entry would be updated on the tracker as a No Show.

No File – For all cases claimed from the tracker, where no case action was required. Staff shall update the tracker with the status of No File if the case was already processed by another worker or added in error. Supervisors should use this status when reconciling the trackers and duplicates are identified. When using No File this will not impact the BPM reports.

Example: Worker claims case from Lobby Tracker then finds the same case on the Non-Lobby Tracker. Worker would update the Non-Lobby tracker with a status of No-File and update the Lobby tracker with either Complete or Pending, depending on the outcome of the eligibility determination.

Example: Worker claims case from Non Lobby tracker. After claiming the case, worker sees that all the case action for the tracker entry had already been completed by another worker. This may have been as a result of a another tracker entry, phone call, or work from a report. The worker will journal that no action was taken and update the current tracker entry as NO-File.

Completing the Interview –Incoming Call:

Red Team will look to see if an entry on the tracker already exists.

- 4) If no entry exists, the HSS will add the client to the Non-Lobby Tracker for Red and claim the entry.
- 5) If an entry already exists, the HSS will claim the client from the assigned Tracker. Follow the “Red Team” process above.

Note: Child Care applications do not require an interview; the following process should be used:

- 1) Claim the client from the appropriate BPM Tracker.
- 2) Use the appropriate “BPM Interview Script/Template” to ensure all items of eligibility are addressed and appropriate documentation of case action is completed.
- 3) Key into KEES all known information. The eligibility system serves as a record of documentation.
- 4) Collateral Contacts must be used to obtain as much verification as possible to process the service request to completion. Contact the applicant if needed to obtain information through the collateral contact, address unknown information and/or discrepant or questionable information.
- 5) If required information needed to process the case is not gathered through collateral contacts, online, or interface resources, send the client a request for information, giving the client exactly 10 days to provide the requested information.

- 6) Update the Contact Log or appropriate BPM Tracker (Non-Lobby or Phone Log) with the status of the case.
- 7) Review all KEES tasks and complete.

Completing the Interview –Incoming Call/Returned Call:

The Red Team will look to see if an entry on the tracker already exists.

- 1) If no entry exists the HSS will add the client to the Non-Lobby Tracker for Red and claim the entry.
- 2) If an entry already exists, the HSS will claim the client from the assigned Tracker.
- 3) Follow the “Red Team” process above.

16. BLUE TEAM

The Blue Team is responsible for processing eligibility Reviews, Interim Reports and 12 Month Reports for Food Assistance, TANF, Child Care Assistance and LIEAP cases. Some cases may require the HSS to ask additional questions based on the programs they are reviewing eligibility for and the household circumstances. The goal is to serve clients by processing their request for service as far as possible, at the time the request is made by the client to the Agency. The expectation is first contact resolution by making collateral contacts, engaging the client as needed, and eliminating the need for the Purple team to follow up on the case, as much as possible.

This can be done efficiently by managing all avenues of service; the Lobby or the Non-Lobby Tracker and the Phones. If current staffing means that the Blue Team is unable to meet this goal, office supervision should triage the work and coordinate resources between teams by fluidly assigning staff.

All valid Reviews and Interim Reports/12 Month Reports must be registered upon receipt to allow for immediate processing. This may be done by either the HSS or Support Staff.

- Lobby Reviews and Interim Reports/12 Month Reports; registration will be completed by the HSS by [Manually Updating the Review Document Status](#).
- [Registration](#) of Non-Lobby Reviews and Interim Reports/12 Month Reports (SSP, e-mail, fax, mail-in, and drop off) will be completed by Support Staff using the barcoded scanning process.

All late reviews for Food Assistance received after the last day of the review period will be screened as expedited Food Assistance. For late reviews screened as expedited Food Assistance, staff will register and document the expedited need accordingly on the appropriate template and by following the [expedited process](#) in the user manual.

Interview/Review Determination:

Human Service Specialist(s) (HSS) will:

- 1) Claim the client from the Contact Log, assigned BPM Tracker, and/or Phone Log for the Blue Team.
- 2) Claim ALL KEES tasks associated to the case except Work Programs tasks.
- 3) Retrieve the client from the lobby or contact the client by phone for an interview.
Workers should keep the client with them or on the phone for the duration of the interview and/or eligibility determination.
 - a. If the HSS calls the client before completion of the review in the lobby, the client will be interviewed and asked to continue completing the information during the interview. The HSS must ensure the review is completed and signed, address inconsistent information, and document the outcome of the interview and action taken on the appropriate BPM Interview Script/Template.
- 4) Locate the client's information in ImageNow from the context of the KEES case.
- 5) For lobby interviews and/or eligibility determinations, the client will have their Review and supporting documents in hand. Eligibility staff will register the program(s) in KEES if needed.
 - a. If a client has submitted an e-Review through the SSP and comes in to the lobby for their interview before HSA staff have linked/registered it, the HSS will be responsible for linking/registering by following the [e-Review Non-Medical](#) process.
- 6) Conduct the interview/initial determination using the appropriate "BPM Interview Script/Template".
- 7) Complete the appropriate system inquiries when prompted by the interview script:
 - a. EATSS ***DO NOT PRINT TO IMAGENOW**
 - b. **KDOL**
 - c. WorkNumber
 - d. MMIS
 - e. Legacy Systems
 - f. Etc.
 - i. Print information into the client's ImageNow file using the [DCF Imaged Forms Desk Aid](#)
- 8) Key as you go in KEES completing as much system entry as possible during the course of the interview.
- 9) Conduct collateral contacts to obtain required verification.
 - a. Lobby interviews:
 - i. **Note:** Utilize the speakerphone or headset and have the client attempt to obtain the required verification. Third party entities are

more likely to share information with their employee, client, etc. versus a third-party agency.

b. Non-Lobby interviews (Phone):

- i. **Note:** Utilize three-way calling and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.

10) Review “Rights and Responsibilities” and provide the client a copy.

11) Offer Voter’s Registration to US Citizens.

12) Complete the appropriate “BPM Interview Script/Template” by completing all relevant program fields.

- a. If inconsistencies are discovered during the interview, the (HSS) will **ask additional questions to clarify/research the issues identified and document the findings.**

13) The HSS will continue to interview or make an eligibility determination once initiated even if the client has not been assigned to the appropriate team, using the appropriate “BPM Interview Script/Template”, or documenting case actions in the KEES Journal.

14) Once the interview or eligibility determination has been completed the HSS will:

- a. Finish the documentation
- b. Documents received in the lobby will be imaged by the eligibility worker using the office’s Multi-Function Device (MFD) to e-mail the images to themselves.
- c. Eligibility workers will then INPrint all information and verifications to ImageNow using the Case–No Task option, upon completion of the interview using the [DCF Imaged Forms Desk Aid](#).
- d. Documents received in the lobby will then be routed to Support Staff for file retention.
- e. Inform the client of the eligibility determination.
 - i. Complete:
 1. Approval:
 1. Answer questions and provide information
 2. Denial:
 1. Answer questions, provide information including but not limited to community resources, etc.
 3. Send the appropriate NOA
 - ii. Pending:
 1. Creates the verification record for all information that is needed for the program(s) being processed.
 2. If creating the verification manually go to the Verification list page. See [Adding a Verification](#).

3. If creating the verification automatically select the value of 'Pending' from the 'Verified' field on the data collection page(s).
4. After the record is created go to the Verification List page and edit the record to add a program.
5. Send Request for Information Form from KEES
 1. Select verifications you want to appear on the form from the Verification list page by clicking the check box next to the verification. Once all verifications are selected click on the 'Generate Forms' button.
 6. Generate a form manually from distributed documents.
 7. Answer questions, provide explanation, inform the client of next steps required for an eligibility determination, community resources, etc.
 8. Communicate with external or internal partners if required.
 1. Send Self-Assessment form
 2. Communicate with Employment Services
 3. Etc.
- iii. No Show:
 1. Process any programs that do not require an interview.
 2. Create an entry on the [Customer Schedule](#) page to allow the system to close for no interview after 30 days if an interview is required for the program, and send the Notice of Interview.

15) Update all KEES tasks appropriately.

NOTE: When combined with a LIEAP case, proceed to LIEAP processing. The LIEAP case will be documented on the same BPM Interview Script/Template.

16) Final step is to update BPM Tracker with correct status after determining eligibility as far as you can on all case(s).

Note: For lobby tasks, always check the Non-Lobby Tracker and Phone Log for duplicate tasks. For non-lobby tasks, always check the Phone Log for duplicate tasks. If a duplicate task exists, claim the task and update the additional task as No File.

Tracker Status Definitions:

Complete – The task has been finished and the client’s request has been resolved. The client will need no further contact with the Agency related to this request. In the case of an application, the worker has either approved or denied **all** programs applied for. In the case of a reported or known change, the worker has completed the change on the case and made an eligibility determination for **all** programs. Partial approval could result in additional contacts from the client requesting information about the status of their request.

Pending – The task has been worked as far as possible and the client’s request has **not** been resolved. Pended work is an indication there will be at least one more contact with the client. In the case of an application, pending indicates we were unable to approve or deny any **one** of the programs applied for. Incomplete IRs and Expedited applications with postponed verifications are also pending, as they represent work that the agency can reasonably expect to receive.

No Show – An interview was attempted but we were unable to complete. Examples of No Show include for the non-lobby an unsuccessful cold call attempt or in the lobby when the client leaves the office before being called to the interview. In the case of an application where multiple programs have been applied for No Show indicates the cold call was unsuccessful and the Agency was unable to complete the interview. When multiple programs are involved, the case is always marked as a no show if the interview was not completed, even when the other programs were pended or completed that never required an interview.

Example: A Food Assistance/Child Care/LIEAP Application was received by the agency and the HSS attempted a cold call for the food assistance interview and was unsuccessful. The worker will process the Child Care and LIEAP. This case would be updated on the tracker as a No Show

No File – For all cases claimed from the tracker, where no case action was required. Staff shall update the tracker with the status of No File if the case was already processed by another worker or added in error. Supervisors should use this status when reconciling the trackers and duplicates are identified. When using No File this will not impact the BPM reports.

Example: Worker claims case from Lobby Tracker then finds the same case on the Non-Lobby Tracker. Worker would update the Non-Lobby tracker with a status of No-File and update the Lobby tracker with either Complete or Pending, depending on the outcome of the eligibility determination.

Example: Worker claims case from Non Lobby tracker. After claiming case worker sees that all the case action for the tracker entry had already been completed by another worker. This may have been as a result of a another tracker entry, phone call, or work from a report. The worker will journal that no action was taken and update the current tracker entry as NO-File.

Note: Child Care reviews do not require an interview; the following process should be used:

- 1) Claim the client from the appropriate BPM Tracker.
- 2) Use the appropriate “BPM Interview Script/Template” to ensure all items of eligibility are addressed and appropriate documentation of case action is completed.
- 3) Key into KEES all known information. The eligibility system serves as a record of documentation.
- 4) Collateral Contacts must be used to obtain as much verification as possible to process the service request to completion. Contact the applicant if needed to obtain information through the collateral contact, address unknown information and/or discrepant or questionable information.
- 5) If required information needed to process the case is not gathered through collateral contacts, online, or interface resources, send the client a request for information, giving the client exactly 10 calendar days to provide the requested information.
- 6) Review all KEES tasks and complete.
- 7) Update the appropriate BPM Tracker (Non-Lobby or Phone Log) with the status of the case.

Completing the Interview –Incoming Call

The Blue Team will look to see if an entry on the tracker already exists.

- 1) If no entry exists the HSS will add the client to the Non-Lobby Tracker for Blue and claim the entry.
- 2) If an entry already exists, the HSS will claim the client from the assigned Tracker.
- 3) Follow the “Blue Team” process above.

Interim Reports

Processing the Interim Report Form:

- [Lobby IR registration](#) will be completed by the HSS.
- [Non-Lobby IR registration](#) (online, mail-in, and drop off) will be completed by Support Staff.

Human Service Specialist(s) (HSS) will:

- 1) Claim the client from the appropriate BPM Tracker
- 2) Claim ALL KEES tasks associated to the case except Work Programs tasks.
- 3) Locate the client’s information in ImageNow from the context of the KEES case.
- 4) For lobby interviews and/or eligibility determinations, the client will have their Interim Report/ 12 Month Report form and supporting documents in hand.
- 5) Register the complete Interim Report/12 Month Report in KEES

- 6) Complete the appropriate system inquires:
 - a. EATSS ***DO NOT PRINT TO IMAGENOW**
 - b. **KDOL**
 - c. WorkNumber
 - d. MMIS
 - e. Legacy Systems
 - f. Etc...
- i. Print information into the client's ImageNow file using the [DCF Imaged Forms Desk Aid](#)
- 7) Key as you go in KEES completing as much system entry as possible with known information.
- 8) Conduct collateral contacts to obtain required verification.
 - a. Lobby: Utilize the speakerphone or headset, to make collateral contacts and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
- 9) Document case actions on the ["Journal"](#).
- 10) Once the interview or eligibility determination has been completed the HSS will:
 - a. Finish the documentation
 - b. Received documents will be imaged by the eligibility worker using the office's Multi-Function Device (MFD) to e-mail the images to themselves.
 - c. Eligibility workers will then INPrint all information and verifications to ImageNow, using the Case-No Task option, upon completion of the interview using the [DCF Imaged Forms Desk Aid](#).
 - d. Information will then be routed to Support Staff for file retention.
 - e. Inform the client of the eligibility determination.
- i. Complete:
 - (1) Approval:
 - i. Answer questions and provide information
 - (2) Denial:
 - i. Answer questions, provide information including but not limited to community resources, etc.
 - (3) Send the appropriate NOA
 - i. Pending:
 - (1) Creates the verification record for all information that is needed for the program(s) being processed.
 - i. If creating the verification manually go to the Verification list page. See [Adding a Verification](#).

- ii. If creating the verification automatically select the value of ‘Pending’ from the ‘Verified’ field on the data collection page(s).
 - iii. After the record is created go to the Verification List page and edit the record to add a program.
- (2) [Send Request for Information Form from KEES.](#)
- a. Select verifications you want to appear on the form from the Verification list page by clicking the check box next to the verification. Once all verifications are selected click on the ‘Generate Forms’ button.
- (3) [Generate a form manually from Document Control.](#)
- (4) Answer questions, provide explanation, inform the client of next steps required for an eligibility determination, community resources, etc.
- (5) Communicate with external or internal partners if required.
- a. Communicate with Employment Services
 - b. Etc.
- b. Review all KEES tasks and complete.

NOTE: When combined with a LIEAP case, proceed to LIEAP processing. The LIEAP case will be documented on an Application Worksheet.

- c. Update BPM Tracker with correct status

Note: For lobby tasks, always check the Non-Lobby Tracker and Phone Log for duplicate tasks. For non-lobby tasks, always check the Phone Log for duplicate tasks. If a duplicate task exists, claim the task and update the additional task as No File.

Tracker Status Definitions:

Complete – The task has been finished and the client’s request has been resolved. The client will need no further contact with the Agency related to this request. In the case of an application, the worker has either approved or denied **all** programs applied for. In the case of a reported or known change, the worker has completed the change on the case and made an eligibility determination for **all** programs. Partial approval could result in additional contacts from the client requesting information about the status of their request.

Pending – The task has been worked as far as possible and the client’s request has **not** been resolved. Pending work is an indication there will be at least one more contact with the client. In the case of an application, pending indicates we were unable to approve or deny any **one** of the programs applied for. Incomplete IRs and Expedited applications with postponed verifications are also pending, as they represent work that the agency can reasonably expect to receive.

No Show – An interview was attempted but we were unable to complete. Examples of No Show include for the non-lobby an unsuccessful cold call attempt or in the lobby when the client leaves the office before being called to the interview. In the case of an application where multiple programs have been applied for No Show indicates the cold call was unsuccessful and the Agency was unable to complete the interview. When multiple programs are involved, the case is always marked as a no show if the interview was not completed, even when the other programs were pending or completed that never required an interview.

Example: A TANF/LIEAP Application was received by the agency along with an IR and the HSS attempted a cold call for the TANF interview and was unsuccessful. The worker will process the IR and LIEAP Case. This case would be updated on the tracker as a No Show since no interview was completed for TANF.

No File – For all cases claimed from the tracker, where no case action was required. Staff shall update the tracker with the status of No File if the case was already processed by another worker or added in error. Supervisors should use this status when reconciling the trackers and duplicates are identified. When using No File this will not impact the BPM reports.

Example: Worker claims case from Lobby Tracker then finds the same case on the Non-Lobby Tracker. Worker would update the Non-Lobby tracker with a status of No-File and update the Lobby tracker with either Complete or Pending, depending on the outcome of the eligibility determination.

Example: Worker claims case from Non Lobby tracker. After claiming case worker sees that all the case action for the tracker entry had already been completed by another worker. This may have been as a result of a another tracker entry, phone call, or work from a report. The worker will journal that no action was taken and update the current tracker entry as No File.

17. PENDING AN APPLICATION

When Eligibility is NOT Established:

- 1) Process as much of the case as possible, including keying all known information into KEES.
- 2) Answer the client's question(s) and provide information about the next steps and what to expect.
- 3) Document inconsistencies on the appropriate "BPM Interview Script/Template."
- 4) Send a Request for Information "RFI" on all case numbers that were pending.

Purple Team should only have to update information that was pended, not rework the entire eligibility determination process. All available information must be entered into KEES at the time of processing.

18. PURPLE TEAM

The Purple Team is responsible for general case management and taking appropriate case action including; changes known to the Agency, processing of all pending tasks, initiating referrals, authorizing payments, case/program closures and/or denials, processing system reports, interfaces, returned mail and other items as identified. Some work is located on the tracker while some work is not.

See Handbook Appendix Tracker vs. Non-Tracker located at: [Tracker vs. Non-Tracker](#)

The expectation is to serve clients at the time of request based on their requested services by managing all avenues of service; the Lobby and Non-Lobby tracker. If staff are unable to meet these expectations, office management should triage the work and coordinate resources between teams by fluidly assigning staff.

It is vital to Process Management that the Purple Team “TRUST”. This means when a task is processed the Purple Team should only review the information that was requested from the initial client contact. The Purple Team will not be re-interviewing, revisiting or re-working the previous action of the initial client contact.

Purple Team tasks include but are not limited to:

- Processing all pended Applications, Reviews, Interim Reports, 12 Month Reports
- Work Program Requirements
- Potential Employment
- Completing case/program denials and closures timely and accurately
- Acting on all KEES reports where action must be taken, including but not limited to:
 - Pending (Outstanding) Program Application Detail Report
 - KEES tasks generated from batch runs
 - SSP change tasks
 - Linking SSP accounts
 - Pending Application – Processed to ensure timely eligibility determination for applications and/or reviews
 - Active Case Listing – Monitoring and reconciling no less than monthly and taking appropriate case action on cases identified as de-authorized ensuring all cases are authorized through the current month.

- Processing email received from internal and external partners using the appropriate DCF – Email Contact Information at: [DCF-Email Contact Information](#)
 - External Partners include but are not limited to;
 - Child Support Services
 - Prevention and Protection Services
 - Rehabilitation Services
 - KMAP
 - KDHE
 - KDADS
- Acting on all changes reported or known to the Agency, including but not limited to:
 - Interfaces
 - Add/Remove HH member
 - Income changes
 - Address changes
 - Expense changes
 - Penalties and Disqualifications (CSS, Work Programs, etc.)
 - Processing returned mail according to policy
 - EBT Undeliverable follow up

Emails received for all Medical Cases (Applications, Reviews or Changes):

Emails received for medical should be emailed to the Conversion Email Address at ConversionEDAApps@maximus.com. DCF staff shall respond to the sender the standard approved communication:

DCF no longer administers Long Term Care or Elderly and Disabled Medical. For assistance with Long Term Care or Elderly and Disabled Medical please contact Kansas Department of Health and Environment at 1-844-264-6285.

- 1) **Human Service Specialist(s) (HSS) will:**
- 2) Claim the client from the appropriate assigned BPM Tracker from the Purple queue.
- 3) Claim ALL KEES tasks associated to the case except Work Programs tasks.
- 4) Retrieve the client from the lobby or on Non-Lobby contact the client by phone when additional clarification is needed. **Workers should keep the client with them or on the phone for the duration of the eligibility determination.**
- 5) Locate the client's information in ImageNow from the context of the KEES case.

Note: For lobby eligibility determinations or changes, if the client has their supporting documents in hand:

- i. Received documents will be imaged by the eligibility worker using the office's Multi-Function Device (MFD) to e-mail the images to themselves.
 - ii. Eligibility workers will then INPrint all information and verifications into ImageNow upon completion of the interview using the [DCF Imaged Forms Desk Aid](#).
 - iii. Information will then be routed to Support Staff for file retention.
- 6) Process the verification: (PROCESSING ALL IDENTIFIED EXPEDITED WORK TIMELY) ***Ensure you are looking at the case holistically and finishing all actions required.***
 - 7) Ensure all information has been provided based on the Request for Information (ES-3105.1, or KEES Form V808).
 - 8) If all verification is not provided the HSS will attempt to obtain all required verification through collateral contacts.
 - a. Lobby:
 - (1) Utilize the speakerphone and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
 - b. Non-Lobby (Phone):
 - (1) Utilize three-way calling and have the client attempt to obtain the required verification. Third party entities are more likely to share information with their employee, client, etc. versus a third-party agency.
 - 9) Key as you go. Enter as much information in KEES as possible.
 - 10) If all verification is provided or collateral contacts are successful, complete the eligibility determination.
 - 11) Once the eligibility determination has been completed the HSS will:
 - a. Finish the documentation using KEES Journal
 - b. Inform the client of the eligibility determination.
 - i. Complete:
 - (1) Approval:
 - i. Answer questions and provide information
 - (2) Denial:
 - i. Answer questions, provide information including but not limited to community resources, etc.
 - (3) Send the appropriate NOA
 - ii. Pending:

- (1) If one has not been created, create the verification record for all information that is needed for the program(s) being processed.
- (2) If creating the verification manually go to the Verification list page. See [Adding a Verification](#).
- (3) If creating the verification automatically select the value of 'Pending' from the 'Verified' field on the data collection page(s).
- (4) After the record is created go to the Verification List page and edit the record to add a program.
- (5) Send Request for Information Form from KEES
- (6) Select verifications you want to appear on the form from the Verification list page by clicking the check box next to the verification. Once all verifications are selected click on the 'Generate Forms' button.
- (7) Generate a form manually from distributed documents.
- (8) Answer questions, provide explanation, inform the client of next steps required for an eligibility determination, community resources, etc.
- (9) Communicate with external or internal partners if required.
 - i. Send Self-Assessment form
 - ii. Communicate with Employment Services
 - iii. Etc.
- 12) Update the appropriate BPM Tracker with the correct status
- 13) Review all KEES tasks and complete.

Note: For lobby tasks, always check the Non-Lobby Tracker for duplicate tasks. If a duplicate task exists, claim the task and update the additional task as No File.

All changes at the time of processing must be addressed, verified and completed before the eligibility determination has been finished. If only partial information is received, the HSS should attempt all collateral contacts. If the HSS cannot make an eligibility decision, at the client's request the HSS may grant an extension to the client to provide the rest of the information, within the application processing time limits.

Tracker Status Definitions:

Complete – The task has been finished and the client's request has been resolved. The client will need no further contact with the Agency related to this request. In the case of an application, the worker has either approved or denied **all** programs applied for. In the case of a reported or known change, the worker has completed the change on the case and made an eligibility determination for **all** programs.

Pending – The task has been worked as far as possible and the client’s request has **not** been resolved. Pended work is an indication there will be at least one more contact with the client. In the case of an application, pending indicates we were unable to approve or deny any one of the programs applied for. Incomplete IRs and Expedited applications with postponed verifications are also pending, as they represent work that the agency can reasonably expect to receive. Partial approval could result in additional contacts from the client requesting information about the status of their request this would also be updated as pending.

No Show –Examples of No Show include for the non-lobby an unsuccessful cold call attempt or in the lobby when the client leaves the office before being called to the interview.

No File – For all cases claimed from the tracker, where no case action was required. Staff shall update the tracker with the status of No File if the case was already processed by another worker or added in error. Supervisors should use this status when reconciling the trackers and duplicates are identified. When using No File this will not impact the BPM reports.

Example: Worker claims case from Lobby Tracker then finds the same case on the Non-Lobby Tracker. Worker would update the Non-Lobby tracker with a status of No-File and update the Lobby tracker with either Complete or Pending, depending on the outcome of the eligibility determination.

Example: Worker claims case from Non Lobby tracker. After calimig case worker sees that all the case action for the tracker entry had already been completed by another worker. This may have been as a result of a another tracker entry, phone call, or work from a report. The worker will update the current tracker entry as NO-File, since no case action was taken and journal.

Inter County Transfers

Process Management does not significantly impact the Inter County Transfer Process. Teams should continue to follow the process as stated in KEESM.

For “True” ICT, the office receiving the information, whether it is the sending or receiving office, should work what they can however the information comes into the office. Per KEESM 9220 the office where the change is reported is responsible to complete the change, following the principle of “First Contact Resolution”.

Open Cases Not Transferred Where Information Is Received Outside of the Home Office

Any information received (mail, phone, e-mail, etc.) in an office other than the cases home will be worked by the receiving office. Face to Face information received will be

processed by the receiving office if the client is willing to wait for the approximate wait time in the lobby for the appropriate team.

Claim and work any existing EES Eligibility tasks to completion. If there are tasks that cannot be worked, [reassign](#) the tasks to the new office location.

Denied Cases for Failure to Provide – Information provided within the second 30 days

If an application or recertification has been denied for failure to provide information and the case is closed in KEES.

- Support Staff will enter all mail onto the Non-Lobby Tracker.
- If the client provides all the pended information within the second 30-days, the Purple Team will process the case according to policy. Use the KEES DCF-Rescinding A Program process. Rescinding a program reinstates an existing application date to Pending status after the application had been denied or discontinued. Rescinding sets a program to Pending without logging a new application date.
- The HSS will complete processing of the case, document action in the “Journal”, send the appropriate notice, claim and work all additional tasks, and update the client on the Non-Lobby Tracker.

Quality Control Non-Compliance

- 1) Quality Control Staff will notify the office if the client fails to cooperate with the agency, using the office email address provided at the following link:
[DCF Email Contact Information](#)

Information will be entered on the Non-Lobby Tracker to be processed.

Note: To assure timely action is taken the Supervisor may assign the email directly to an HSS for immediate action.

19. PHONES

Phones are an avenue utilized for service requests. Phones will be staffed daily for all Process Management Teams. Each office will make every effort to answer live incoming calls.

Support Staff are responsible for triaging incoming calls retrieving voice messages and loading the retrieved calls onto the non-lobby tracker for Eligibility Teams to return calls.

HSS’s assigned to Eligibility Teams are responsible for returning calls from the phone queues from the non-lobby tracker.

- If the caller does not know the extension they are trying to reach, the call will be routed to the switchboard/reception that will triage and determine if a team is available to accept the call. If a team is not available and if the client wishes to receive a return call back from the office, the Greeter or Switchboard staff shall review “Clients in Lobby and Waiting” tab to see if the case is waiting to be processed, if there is an entry on the tracker the clerical worker will add the phone number to the existing entry with any additional comments. If the case is not on the tracker waiting to be processed add these calls directly to the Non-Lobby tracker on the appropriate Phone Team queue with the client on the phone.
- 1. Support Staff will check the office voice mail for all EES programs and load retrieved messages onto the non-lobby tracker for the appropriate Phone Team throughout the day or no less than four times daily. Using the [Standard Tracker Comments](#).

While working a *live* phone call, if a transaction will take **no** longer than it would take to load onto the tracker, the expectation is to work the transaction. If the transaction will take longer than it would take to load onto the tracker, add it and claim it. The expectation is first contact resolution and elimination of hand offs.

Human Services Specialist(s) (HSS) will be assigned to the phones according to specific Eligibility Teams to ensure efficient and accurate delivery of benefits.

HSS’s will be assigned to do client interviews on the phone (both incoming interviews and outgoing cold calling). Reference each team’s (Red, Green, Blue and Purple) section for instructions on their process. HSS’s assigned to the phones will use the Non-Lobby Tracker to manage this effort.

Staff returning calls from the non- lobby tracker phone queues will:

1. Claim the case from the appropriate phone queue on the non-lobby tracker.
2. Claim all KEES task except Work Programs.
3. Call the client and if an interview is needed complete this with the client if they are reached. Follow the principle of first contact resolution making collateral calls when appropriate, address all needs using all resources and tools.
4. If an interview is not needed, call the client and address all their needs and journal in KEES the outcome of the case.
5. Update the case on the Non-Lobby Tracker with the appropriate status of the case.
6. If client fails to answer, leave a message explaining who you are and why you are calling.

7. Inform the client you will try again in 3-5 minutes.
8. If a change is reported and all information is known, update the case accordingly journal the action taken on the case in KEES
9. If client does not answer on the second attempt, leave another message saying you are sorry we missed them and inform the client what the next steps would be. Update the case on the non-lobby tracker with the status of No Show.

20. ADMINISTRATIVE HEARING

Administrative Hearing requests will be given to the Supervisor of the team where it's received. That Supervisor will determine the HSS who took the action which is being appealed and assign the hearing to the appropriate team member. (See KEESM Section 1600)

21. EMPLOYMENT SERVICES

Based on the centralization of Employment Services the assignment structure is completed by a specific individual. The use of the Process Management Tools and principles remain a requirement. For example, first contact resolution remains the objective.

Employment Services Referral

Employment Services Staff, Career Navigators, will utilize the automated tasks generated in the KEES system upon TANF approval for the adults who are required to participate in Employment Services. In addition, Eligibility Staff are to notify Employment Services staff of TANF approvals that do not involve Caretaker TANF when the PI is not receiving TANF. KEES is not generating tasks for all cases therefore in an effort to ensure all TANF mandatory households which are approved are appropriately referred to Employment Services, the eligibility worker will send an email with the Client's case name and case number to the appropriate email address which can be located at:

[DCF – Email Contact Information](#)

The recommended format for sending an email to Employment Services when TANF is approved is as follows:

- The body of the email must include:

- Client's name
- Case number
- Copy and paste this information in the body of the email from KEES or:
- “Snip” the Case Summary screen in KEES, copy the snip into the body of the email

Request for Support Services Prior to Approval

In the event an applicant requests Employment Services, in order to cooperate with Employment Services, the eligibility worker, PRIOR to approval, will follow the process below:

The Eligibility Worker will:

1. Notify the appropriate Employment Services Career Navigator. The CN will open the WP block in the KEES system
2. The CN will notify EES when a determination can be made on the case. The CN will send an email to the appropriate email address which can be located at:

[DCF – Email Contact Information](#)

Next steps:

- Once TANF eligibility requirements are met (Tutorial Certificate & Self-Assessment) the eligibility worker will communicate with Employment Services as stated in the “Employment Services Referral” section above
- If TANF eligibility requirement is not met (denial) the eligibility worker will notify the Career Navigator, so the CN can close the WP block in KEES

The Certificate and Self-Assessment will be printed into the Client's ImageNow file under the Critical Correspondence Tab. Current employment verification (copies of income verification used to determine eligibility) and medical statements submitted by the Client will be imaged and printed to the Client's ImageNow file under the appropriate Document Type in ImageNow.

Communicating Changes

Only changes which impact Non-Medial Eligibility will be communicated.

- Eligibility Team to Employment Services: The eligibility worker will utilize email to an established “Employment Services” shared email box to inform Employment Services of information which impacts a TANF recipient's eligibility.

- Employment Services to Eligibility Team: Employment Services will follow Process Management as designed for Imaging and creating tasks on the BPM Tracker(s).
 - Changes/Information/Verification received by Employment Services; Employment Services will make every effort to verify the required information via collateral contacts, system interfaces, online resources, etc.
 - If the required verification is obtained and EES is required to take case action for eligibility, Career Navigators will follow the process for:
 - Documenting action in Journal and In-print into ImageNow
 - Imaging and/or In-printing verification/information into the Client's ImageNow file
 - Add the Client to the appropriate BPM tracker following the process for "adding a Client to the tracker".

OR

- Depending on local office procedures email communication is acceptable
- If the required verification is not obtained, the Career Navigator will:
 - Send the appropriate notice requesting the required information, allowing 10 days to provide the requested verification according to policy.
 - Document action in Journal and complete Verification List page indicating TANF as program
 - If the ES-3105.1 off system notice is sent, In-print the form into the Client's ImageNow file
 - Send electronically the complete system notice or ES-3105.1 to the appropriate shared email box to EES to ensure correct case action for eligibility is taken regarding timely and adequate case closure and/or denial.
 - General correspondence that should be communicated from Employment Services Team to EES which would not be captured on the BPM Tracker will be sent vial email to the standard email address.

22. SUPERVISORS

Supervisor Roles and Responsibilities

- 1) Periodically shadow/observe Team HSS to ensure adherence to process management.
 - a. Provide constructive feedback as needed to coach staff on process adherence.
 - b. Manage by Walking Around. Provide feedback, coach as needed and follow up with staff by sending an email, if they are not adhering to the process.
- 2) Answer questions for Team staff.
- 3) Review cases identified:
 - a. Pending
 - b. Random case reviews
 - c. New worker
 - d. Repeat client visits
 - e. Extended Interview times
 - f. Other
- 4) Complete random spot checks for all team members. Good practice is to:
 - a. Monitor tracker and check cases that
 - i. Appear on tracker multiple times in a short timeframe
 - ii. No-Shows that take longer than 15 minutes (except Red)
 - b. When walking through office check on workers that are working interviews but do not have a client present or on phone.
 - c. Review cases that take much shorter time than expected.
 - i. Did the worker apply First Contact Resolution?
- 5) Monitor the Lobby, Non-Lobby Tracker and adjust staffing levels to meet Team needs.
- 6) Triage the Non-Lobby Tracker for the Teams by priority.
 - a. Expedite Food Assistance Applications
 - b. LIEAP Priority 18HR and 48HR
 - c. Expedite Reviews/IRs
 - d. Verifications for Expedited cases
- 7) Reconcile the trackers and Tasks.
- 8) Ensure all tracker entries are updated at the end of the day
- 9) Ensure the principles of process management are being followed:
 - a. First Contact Resolution
 - i. Ensure staff are doing everything they can to complete the eligibility determination at the initial touch.
 - b. Reduce Rework
 - i. Ensure staff are consistently using the tools and understand who the Client of the tools are, the purpose and how the tools should be used.

- c. Client Choice
 - i. Triage by sorting, prioritizing and assigning priority work to ensure timely and accurate services.
 - d. Real Time Data and Resource Management
 - i. Reinforce and ensure correct, valid data is being captured by staff and the trackers statuses are updated correctly.
- 10) Track all points of data by team. Address and determine challenges and solutions for unnecessarily long or short transaction times in conjunction with low completion rates.
- 11) Ensure all staff are using and following:
- a. The correct “BPM Interview Script/Template”
 - b. Verification procedures:
 - i. Address over or under verifying of required information for eligibility
 - c. Keying as they go in KEES
 - d. Keeping the Client with them for the duration of the interview and/or eligibility determination.
 - i. Ensure the Client leaves the interview and/or eligibility determination knowing the next steps required.
 - e. Making all collateral contacts
 - f. Using the correct status when updating the tracker
- 12) Assist the office as a whole by flexing resources (staff) where the work flow is needed.
- 13) Every team must have a system in place to handle incoming live phone calls, returning messages, emails and fax(s) as they come into the office. Voice mail(s) should be returned in 24-48 hours.

23. MANAGEMENT OF PROCESSES

Manager Roles and Responsibilities Overview

In Process Management:

- 1) One office-wide caseload belongs to the whole office. The supervisors are responsible for making sure all cases are processed timely and accurately.
- 2) Supervisors will make adjustments and manage resources to make sure the work gets done.
- 3) The employees are the resources Supervisors utilize to work cases. Supervisors will strategically place them where they will help the most. Like a caseworker should plan out their day, week and month, you must do this for the whole office.
- 4) Supervisors need to have a plan for how the work will get done and the ability to adapt and make adjustments every minute if necessary.

- 5) The Supervisor is responsible to see that all team members are utilizing the Process Management Tools as well as following the processes defined in this Handbook.

Steps to effectively manage your process:

All of the following refer to minute, hourly, daily, weekly, and monthly timeframes.

- 1) Always know the volume of work you have and calculate the time and staff needed to complete the work, minute by minute, hour by hour, day by day and month by month. This includes work on the BPM Trackers and KEES tasks.
- 2) Know trends for your process – peaks, slow times, impact of lunchtime, etc. and act accordingly with your team or with help from other teams.
- 3) Develop a “crisis point” for each team, for the Lobby and Non-Lobby work. This is a point at which the volume of work you have is greater than your time and staff, help from another team or teams is needed. The whole Management Team should agree on each Team, Lobby and Non-Lobby “crisis point.” You will be sharing your resources when this happens.
- 4) Create a role in your office to act as a “Quarter Back” to monitor and manage resources. The Quarter Back is responsible to utilize the trackers and to conduct a periodic walk-through of the office to determine if a crisis point has been met and resources need to be reassigned.
- 5) Always keep in mind that if you need help, the team it comes from will need your help later.
- 6) Staff will be assigned to teams, but Process Management is a fluid process where Human Service Specialist(s) go where ever the work is at that moment. As soon as there is a change in the demand they are shifted elsewhere.
- 7) Staff may be assigned to work from other offices in the region or statewide.

Tools and resources to effectively manage your process:

- 1) Lobby Tracker
 - a. The BPM Lobby Tracker and its tasks are used to monitor traffic and work in the offices lobby.
 - b. Data for lobby transactions is available from the daily reports tab on the BPM Lobby Tracker
- 2) KEES Reports
 - a. The various KEES reports provide information on the status of KEES tasks as well as workload management information (case status, timeliness)
 - b. KEES reports should be run often and compared to tracker information to ensure tasks are being claimed and completed properly
 - c. KEES reports are the only source for tasks generated through system interfaces. They should be run regularly, and these tasks should be assigned for completion.
- 3) Tracking system; Non-Lobby
 - a. The BPM Non-Lobby Tracker tells you how much work is being done and how quickly the work is being completed so you can ‘forecast’ how much time it will take to get the rest done (hourly, daily, and monthly).

Application Teams (Green and Red) may use their tracker data hourly to track, whereas, the Review Team (Blue) processing may use their tracker data to make sure they are staying on top of the projected amount of processing needed. Monthly (Reviews and IRs).

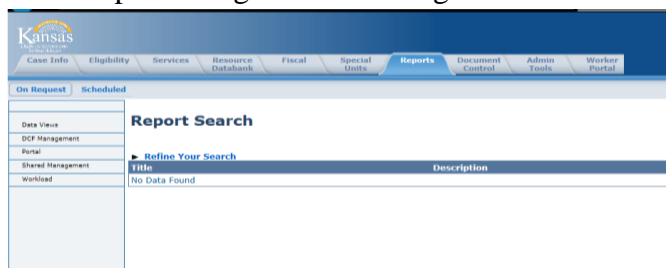
- b. By effectively quarterbacking your staff, you will know how efficiently your staff are working and whether they are managing their time well.
 - c. Assist with determining if your process is improving by comparing numbers from one month to the next. Without the data collection from the workload management system you will not be able to show your efficiency or need to improve efficiency.
- 4) Use the KEES Reports and Tracker data to report to the office your success and make adjustments, if needed.
 - 5) Once the detailed KEES Report and Tracker data is available, review worker completion rates and transaction times. Also, review their use of the tracker to ensure they are not overlapping transactions which will skew transaction time data.

All Management Team Responsibilities

- a. The Management Team must meet daily to assess each team’s performance, identify issues, and plan resources.
- b. The Management Team must conduct regular huddle meetings with teams to assess performance, identify issues and plan resources.
- c. All Team Supervisors will be responsible to see that the Trackers are updated and clean so that the end of day data reports are valid. This responsibility can be delegated; however, the responsibility ultimately belongs to the Supervisory staff.

Generating Commonly used KEES Reports

KEES reports are generated through KEES from the **Reports Search** page.



Huddles for Management

Purpose: Communication between teams is essential to success. It ensures supervisors are on the same page with procedures and expectations, allows for open discussion and the sharing of ideas and solutions, and keeps the connection between teams on track.

Talking points:

- 1) Discuss staffing adjustments, barriers and solutions, productivity and volume of work completed, and backlog.
- 2) Review backlog amounts and the oldest case. Revisit a plan to eliminate backlog to ensure you are on track.
- 3) Review call-ins and vacation and make adjustments for mandatory coverage of Lobby, Phone, Greeter, and mail/fax/drop-box. Don't forget lunch coverage too.
- 4) Go over the prior day's Lobby and Non-Lobby data to include total seen, wait times, % completed, and analyze this information. Do the numbers look good, if so what are we doing right and if not, what do we need to change?
- 5) Discuss obstacles and barriers to getting work done. Always include solutions and leave with a plan. Discuss successes and new ideas. All data, decisions, and solutions should be shared office wide.

Huddles for Teams

Purpose: Ensures that staff are informed about updates and changes from Management Meetings. Allows open discussion and sharing of ideas and solutions. Keeps the connection between teams on track.

Talking points:

Discuss staffing adjustments, productivity and volume of work completed and backlog.

- 1) Review backlog amounts and the oldest case. Discuss goals to eliminate backlog.
- 2) Review call-ins and vacation and make adjustments for mandatory coverage of Lobby, Phone, Greeter, and mail/fax/drop-box. Don't forget lunch coverage too.
- 3) Go over the prior day's Lobby and Non-Lobby data to include total seen, wait times, % completed, etc. This should open a discussion or reminders about using the tools correctly if completion rates are low, interview times are too low or high, or re-work is occurring.
- 4) Discuss obstacles and barriers to getting work done. Always include solutions and leave with a plan.
- 5) Discuss successes and new ideas.

The Quarterback Role

It is vital to office success that the Supervisor assigns or establishes a role in your office to act as a "Quarterback" to monitor and manage resources for all avenues of service. The Quarterback is responsible for utilizing the trackers and for conducting a periodic walk-through of the office to determine if a crisis point has been met and if resources

need to be reassigned. The office should have both a Lobby Quarterback and a Non-Lobby Quarterback.

The duties of the Quarterback are as follows:

- Review the assigned tracker or Lobby Tracker at least every 20-30 minutes or sooner if needed.
- Always know how many clients are waiting for each track.
- Always know how long the wait time is for each track.
 - Provide accurate wait times to your Greeters.
- Determine if the wait time is equal to or less than the service time.
- The goal is to have the tracker wait time equal to or less than the average service time (average transaction time benchmark).
 - If the tracks have longer wait times than the average service time (average transaction time benchmark) consider making resource adjustments.
- When re-assigning resources always make the smallest adjustment possible to resolve the issue.
 - Move a couple of staff from a tracker that is caught up and ask them to take a case action outside of their primary team assignment and then return to their primary assignment.
 - If only one tracker is behind, determine how many staff are needed to catch them up and make the adjustment.
 - If you are behind in all avenues of service be very careful about making adjustments. It can create a “roller coaster” effect and the office ends up blitzing from one tracker to the next for the rest of the day or feels compelled to take “next in line” which is not effective.

Wait Times by Track				
	OPTIMUM WAIT	MAXIMUM PREFERRED WAIT	NEED HELP!	PANIC!!!
BLUE	60	120	140	160
GREEN	60	120	140	160
IR	30	60	90	120
PURPLE	30	60	90	120
RED	70	120	140	160

- Use this calculation to determine when to transition lobby to basic services **at the end of the day.**
 - If all colors will take until the end of the day it is time to transition to basic services.
 - The goal, is to keep your office at full service as long as possible. If needed, you should blitz to ensure you are not closing this avenue of service early.
 - If only some colors will take until the end of the day to finish, then the other colors should be able to help, you must stay at full service.

NOTE: By ending services early in the lobby you are immediately creating backlog for your office.

D. ONGOING SUCCESS

Communicate with everyone ALL THE TIME- The staff, your co-workers and your manager. Process Management requires constant communication. The entire office needs to work together to get things done.

- The Management Team should decide how to communicate depending on the situation.
 - See the above guidelines for huddles.
- Decisions need to be made very quickly in some instances and others can wait until a scheduled meeting.
 - Decide what decisions are appropriate for any Supervisor to make at any time and what needs to be decided by the Management Team. For example, maybe it is appropriate for one Supervisor overseeing the tracker to tell workers to assist one team, but to temporarily move one or more workers to another team for the day, week, etc. This would need to be decided in a meeting.

Make adjustments when needed, but find the balance between letting things play out and letting things go too long.

- Management should discuss when to make changes or adjustments or you will have some Supervisors making changes too soon and some not making adjustments at all.
- Supervisor will observe client flow and make adjustments as needed.
- Never focus on one process or think one process is more important than another. You want each process to have a positive impact on the rest. If you are missing your wait time goals, try to be evenly behind everywhere while still thinking about transaction time vs. wait time. For example: If Red applications are waiting

2 hours (double their transaction time) then you want other teams like Purple to be waiting no more than double their transaction time which is around 30 minutes.

- When quarterbacking the Lobby, you should make adjustments after considering these 5 things:
 - Wait time for each team
 - Total number waiting for each team
 - Transaction time vs. wait time vs. completion rate.
 - Several clients grouped together or that came in at the same time
 - How many staff are assigned to each team
- When to adjust:
 - Make a quick assessment every morning on who is off and who called in. Move staff around to evenly staff your teams for the day if needed.
 - Consider the time of month to know when you may need to overload a team. For example, around the deadline to submit review applications you may want to add staff to your Blue Team.
 - Assess your client flow just before lunch and try to even out your teams before you are short staffed for the next 2-3 hours.
 - Assess your workflow in the lobby around **2:30-3** in the afternoon to make sure you have enough staff to complete the number of clients waiting to be seen. Continue to do this as needed and always try to keep your lobby at full service as late as possible without creating a situation where you must stay late.
- How to adjust:
 - Whenever a team needs help always adjust with the least possible interruption to the office. Move as few staff as possible to assist with another process (team) but enough so the issue/challenge will be corrected quickly. This is done by blitzing with one or more staff from other teams for a short period of time.

Be flexible as there are many solutions. Try different ideas and pick the ones that make the clients, staff and supervisors happy. A solution that only benefits one or two of the three will not be successful. For example, it is very easy for the supervisors to decide to have every worker take the person that has been waiting the longest. But it isn't best for the office since staff will need to change their focus. Let them work in a specific process as much as possible so they become true experts in the procedures.

Use the tracker data analysis to determine trends, implement solutions and review what resources are available.

Know your office schedules and coverage:

- Hours of operation

- Lunch schedules
- Vacation schedules
- Training schedules
- Monthly fluctuations