2016 Annual Child Support Training Conference & Expo

Piecing it all Together

May 3–5, 2016 » Garden Grove, California

CHILD SUPPORT DIRECTORS ASSOCIATION OF CALIFORNIA
Lessons in Leadership

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Child Support Services

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Leadership Concepts

The definition of leadership has not easily been defined by the research.

The assumption most research share with regard to the subject is that leadership involves using an influence process to facilitate the performance of a collective task.
Leadership Concepts

- **Intention** - Leadership is more than a position.

- **Vision** – Start with the end in mind and act like you are already there.

- **Inspiration** - “All meaningful and lasting change starts on the inside and works it’s way out.”
  
  Adapted from Albert Einstein

- **Accountability** - “There is no growth without self-examination.”

  Lou Tice
Leadership Is Not A Noun

Video

John Maxwell’s Five Levels of Leadership

https://www.youtube.com/watch?v=aPwXeg8ThWI
Leadership Induction

- Everyone Starts Somewhere
  - Sacramento 2006
  - Kern 2008

- Each Starting Point May Be Different
  - Culture
  - Performance

- Common Challenges
  - Potential
  - Efficacy
A Case for Leadership
A Case For Leadership

Sacramento Cty DCSS - Current Reality

Strengths
- Dedicated
- Concerned
- Compassionate
- Hard-working
- Committed
- Have been innovative
- Technical competence
- Desire to Improve/Perform

Characteristics
- Located in Capital
- Big 6 County
- Only northern county
- Young Workforce
- Young Leadership
- High Aided Caseload
- Exp. / Knowledge comes from within
- Extraordinary internal change in leadership

Areas of Opportunity
- Reactionary Decisions
- Unsupported Decisions
- Uninformed
- Under-utilized staff
- Ineffective Hiring Practices
- Not Performing at Potential

Outcomes of Shortfalls
- Gossipy
- Overwhelmed
- Frustrated
- Poor Communication
- Lack of Professionalism
- Lack of Tolerance
- Lack of Training Opportunities
- Not focused on Staff Development
- Lack of planning
- No Unified Direction / Destination

Who Are We?

2016 Annual Child Support Training Conference & Expo
A Case For Leadership

Kern’s Performance 2008

- Paternity: 93.47%
- Support Orders: 80.19%
- Current Support: 51.89%
- Arrears: 57.58%
A Case For Leadership

- Not Meeting Our Potential
  - Too Much Work

- Unable to See the Possibilities
  - Low Organizational Efficacy
  - We Just Do Child Support

- Not Meeting Our Commitment To Families
  - It’s All About The Numbers
Lesson 1- Choose to Lead

- Who is Leadership?
  - Formal and Informal

- What Does Leadership Mean to You?
  - The Position Doesn’t Guarantee Influence

- Why Do You Want To Lead?
  - Valuing People Is Important To Successful Leadership

- What Type of Leader Do You Want To Be?
  - Leadership Is A Verb
Inspiring Change

Video
Start With Why- How Great Leaders Inspire Action

https://www.youtube.com/watch?v=I_-0cnj_xQ
Lesson 2- Start With Why

- Why Do We Do What We Do?
  - Observe, Listen, Ask Questions
  - “To Make A Difference In the Lives of Children”

- What’s Really Important?
  - Respect the Work of Those That Came Before You
  - “Meeting Our Commitment To Families By Collecting Child Support”

- What Are We Trying To Achieve?
  - Internal and External Relationships
  - “Setting The Standard Of Excellence in Helping to Create a Better Life For Children”
Lesson 3- Make The How Clear

- Defining Who We Are And What We Stand For
  - Development of Staff
  - Departmental Culture Change
- Organizational Values
  - Honest and Forthright in what we say and do.
  - Treat everyone with dignity
  - Openly share and encourage dialogue.
  - Do it right the first time
  - Proactive and creative in carrying out our mission
- Leaders and Partners In The Community Delivering Outstanding Child Support Services
Lesson 4- The What is Important

- Knowing What We Do
  - Customer Service Focused
  - Dedicated and Invested In Achieving Outcomes For Families
  - Engaging Parents In The Establishment of Orders
  - Ensuring That Child Support Is A Reliable Source Of Income For Families
  - Building Relationships and Partnerships In the Community To Promote The Well-Being of Children
Accountability Sets You Apart

Video
“100% Accountability/0 Excuses”
https://www.youtube.com/watch?v=1O9qS3Javq8
Accountability Is Doing

- Behavior First
  - Guiding Principles for Behavior
  - Make Sure Everyone Understands the Expectations, Roles and Requirements
  - Hiring Practices-Continuous Education Programs
  - Promote Courage –No Excuses
Accountability Is Doing

- Structure Can Make A Difference
  - Ensure the Foundation is Solid
    - Competency is Important
    - Organizational Strategic Planning Process
  - Explore Different Designs With Your Style In Mind
    - Continuous Process Improvement
- Be Fearless
Lesson 6 - Leadership Is A Journey

- Doesn’t Happen Over Night
  - Know yourself (leadership style, strengths, weaknesses)
  - Be Prepared For Push Backs And Set Backs

- Continuous Feedback Is Essential
  - Keep Communication Open
  - Transparency is essential

- Be Prepared To Change The Change
  - What’s the WIIFM (understanding and verbalizing benefits over costs/losses)
  - If Something Isn’t Working Stop, Evaluate and Change
Leadership Is A Journey

Overall, the strongest extensions are in the Passive/Defensive cluster.

Overall, the strongest extensions are in the Aggressive/Defensive cluster.
### Leadership Is A Journey

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<thead>
<tr>
<th>Measure</th>
<th>Performance FFY 2006</th>
<th>Performance FFY 2015</th>
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<tbody>
<tr>
<td>% of IV-D Paternities Established</td>
<td>93.47%</td>
<td>102.1%</td>
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<tr>
<td>% of Cases with a Support Order</td>
<td>80.19%</td>
<td>85.9%</td>
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<tr>
<td>% of Current Support Distributed</td>
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<td>62.1%</td>
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<td>% of Cases with Arrears Payment</td>
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<td>Distributed Collections</td>
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<td>$79,879,461.00</td>
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Leadership Takeaways

- **Intention** – You get to choose if and how you influence others.

- **Vision** - Make sure everyone can see where you are going and see themselves going with you.

- **Inspiration** - As a leader know that sustaining motivation comes from inside inspiration.

- **Accountability** - Set the expectation that everyone shares accountability.
Extraordinary Leaders Know that Vision, Inspiration and Accountability Are Keys to Influencing Others.
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Please be sure to complete the session evaluation.