phpESP

Food Stamp Accuracy Survey

Ideas for improving our Food Stamp accuracy rate.

Please share with us your suggestions about how our division can improve the Food Stamp accuracy rate. Please make sure suggestions reflect the reality of our current budget and staffing limitations.

1. What suggestions/comments do you have for how our organization can improve the Food Star Accuracy rate?

#	Response
1	Realize that our current level of service to the public needs be re thought and become more realistic. Management needs to take steps to support the staff who are working under such heavy workloads. Please take into consideration our current levels of staffing and give us some protected work time where we do not have to see the public every day of the week every week of the year, or return phone calls withing 24 hours unless it is an emergency. We can not continue to offer Cadillac services in the face of our Dodge Neon economy. Every time an ET gets interupted, is called away from their desk, has to return multiply phone calls, watch and respond to changes within mandated time frames causes an environment for errors to flourish. Clients can not have instantaneous on- demand contact with their workers any longer. Our agency can allow regions that are doing well to keep doing well with out having to change the way they do business just because another region is failing. Recognize that what works for others may not necessarily work for us. Allow each region the ability to design a workflow and process that is unique to them. Some regions were working really well before EOIP was forced on them. Now all regions are suffering.
	#1. Most of the talk among ETs and WDSs is; Quality vs. Quantity. Many of them also feel that people in supervisory positions don’t want to hear this because the only answer is hiring more ETs, which costs more money. Caseloads are entirely too big to expect ETs to produce quality work and still work the benefits within timeframes. It is no different than having 10 factory workers making 50 TV sets per/day and then expecting them to increase production to 75 TV sets per/day while maintaining the same quality. In addition, as the caseload sizes increase so does worker stress which often leads to them leaving for other state jobs, or flat out quitting. This results in having to hire and train replacements. Unfortunately, ETs are leaving the workforce faster than they are being hired and trained, and the vacant caseloads have to be dispersed to other workers increasing their already large caseload. Until caseload sizes are adjusted to a manageable size, the snowball will just get bigger and bigger. #2. Re-institute the in-house training team. Three years ago when I was hired I was sent to the food stamp training course and spent nearly 6 months in the training unit at Gambell. While there, I was initially given a caseload of 20, which was gradually increased as I became more proficient. During this period I was under 100% case review for the first month or two, and the case accuracy and production level was closely monitored by ETIIIs and an ETIV. I feel this training was superb, because as I had questions, I always had someone to go to

1 for an answer, and I was always getting feedback through the case reviews. About a year ago, this training unit was disbanded and the three (now two) trainers were put out into the field to train. This is not happening, as they are being utilized to work vacant caseloads. It appears to me, that the new workers now are being “thrown to the wolves” by being given large caseloads before they are ready to work them in an accurate and timely manner. #3. Develop a cross-feed system to share ideas with other states. If Food Stamps is a Federal program and some states have low error rates, then we should be able to capitalize on what they’ve learned to decrease their error rates. One way to do this would be to have a team, headed by our policy folks in Juneau, obtain and review the Food Stamp manuals from the states with the 5 best accuracy rates to see if we couldn’t implement some of their ideas into our manuals. Other things that could be looked at in other states with high accuracy rates are their caseload sizes versus ours, worker’s number of years of experience, and policy that is unique to their states vs. policy that is unique to Alaska. If we are taking basic food stamp policy and making it more complex to fit some of our unique consequences such as fishing and PFDs, then we could possibly be hurting our accuracy rate. #4. Although not necessary my opinion, some ETs and WDSs feel that there are too many layers of supervision, which is taking away from filling working level ET positions. In Central Region for example, many people question the need for Site Managers and also two or more ET-IVs in the site to do the supervision. Wouldn’t the Division be better served by filling one or more of these supervisory positions with working level PCNs?

1 (--- PLEASE READ # 3, “… CORE CAUSES OF THE HIGH FOOD STAMP ERROR RATE” FIRST.---) A, GIVE THE FSP TO THE FEDS. SINCE THE APA POPULATION IS GROWING, AND SINCE MOST APA RECIPIENTS RECEIVE SSI AND/OR SSA HAVE THE SOCIAL SECURITY ADMINISTRATION PROCESS ALL FOOD STAMP CASES. CAN OR WOULD THE DEPT OF AG. SANCTION SSA? B, SEEK A FEDERAL “HOLD HARMLESS” FROM ERROR RATE PERIOD (SEPT. 2003 THROUGH NOV. 2003) ON ALL FSP CASES WHERE A HOUSEHOLD MEMBER HAS HAD HIS OR HER ALASKA LONGEVITY BONUS BENEFITS TERMINATED, THERE WILL BE A VERY LARGE NUMBER OF FSP HOUSEHOLDS WITH MAJOR CHANGES OF INCOME. SOME OF THE INCOME CHANGES CAN REASONABLY BE EXPECTED AND CORRECTLY PROJECTED WHILE OTHER PROJECTED INCOME MAY EITHER BE ALTERED BY AGENCIES OVER WHOM WE HAVE NO CONTROL. e.g.- WE CAN NOT DICTATE TO THE SOCIAL SECURITY ADMINISTRATION, THE LEVEL OF THEIR PAYMENTS BASED ON THEIR DETERMINATION OF LIVING STANDARD, OR IN KIND SUPPORT. C, IMPLEMENT A CORE FOOD STAMP ONLY TEAM IN EACH MULTI EMPLOYEE OFFICE. THIS TEAM WOULD HAVE THE RESPONSIBILITY OF REVIEWING ALL NEW, AND ALL FOOD STAMP RE-CERTIFICATIONS, REGARDLESS AS TO OTHER PROGRAM INVOLVEMENT(S). THE FSP TEAM WOULD EITHER TRACK AND MONITOR (ACT AS SECOND PARTY REVIEW TEAM) THE MORE EASILY WORKED CASES; AND/OR THE TEAM WOULD ACTUALLY WORK THE MORE COMPLEX CASES INSURING CORRECT ALLOTMENTS AND PROCEDURES BEFORE RETURNING THE CASES TO AN ET. WHO WOULD MONITOR THE CASE FOR CHANGES. THIS FSP ONLY UNIT SHOULD BE COMPOSED OF A AN AGGREGATE OF VETERAN WORKERS WHO ARE KNOWLEDGEABLE IN MULTI-AGENCY PROGRAMS AND

	THEIR BUDGETING METHODOLOGIES. IT MAY BE NECESSARY TO UN-FREEZE A SMALL NUMBER OF CURRENTLY VACANT E.T. POSITIONS TO “MOVE” EMPLOYEES INTO, AND ORGANIZE THESE NEW FSP TEAMS.
1	- Ensure all ETALs are acted upon in timely manner. - If 10 days past since ETAL was issued and ET not acted upon it, Supervisor should be alerted by EIS. - Cross reference other cases client is participating in using CLIN feature on EIS for consistency in reporting history. Client may be in aother case in another CARC as well as in known CARC. - Make sure all interfaces are being used for Application/RECERT processing.
1	- Trend Analysis. Compile most common descrepancies each month and publish them on the DPA Website. This not only gives the caseworker a "heads up" to start taking a closer look at these things, but should also prompt that first line supervisor to make these highlights at staff meetings or other venues. - Determine if there is a particular part of the state that is making a lion share of the errors and find out if there are unique situations that may need to be addressed or if more training is needed in specific areas of food stamp training. On the other side of the coin, what part of the state is doing an outstanding job. What are they doing? How are they doing it? Share this information. - Create an idea forum. Ideas don't only come from the top. It is also where the rubber meets the road. Encourage input, stimulate enthusiam and creative thinking by those in the trenches. - Create an Annual review that is more targeted to the intended audience and is program specific. I think we can not only simplify this form but also make this a better tool for gathering the correct information. We must understand that a great deal of our clients have varying degrees of education/backgroundand we should adjust these forms in ways that address that; simple yet effective. - Send a reminder with all correspondence to report changes within 10 days and give examples. We can not improve the error rate alone. We need participation by the receipient. I think saturating them with this reminder will help get them involved.
1	1) Determine what and where (office)the area's of concern are. Then let E.T.'s know which error's we need to focus on. Right now we are told there is a problem, but we have no idea what the problem is. Therefore, we don't know what we need to focus on to keep the errors down. We tend to ignore the messages without pinpointing the problem areas.
1	1) ET's need to work the case with the manual open to the appropriate section of the decision being made. 2) Et's need to work ALL programs (not specialize) becasue the way cases are worked in conjunction with FS changes from one program to another....the more we specialize, teh more we tie our hands behind our backs and the tighter the blindfold gets.
	1) First and foremost, timely and accurate eligibility determinations and benefits MUST be the primary mission of DPA. We must develop workable program rules. Change reporting is great in theory, but it isn't working well in reality. Clients either over report (and we must act on reported changes) or they under report - greatly increasing the work for the Maint. worker at recert or review. This also leaves us more vulnerable to QC errors. I've written more fraud referrals and overpayments this year than I have in several prior years. Many clients have reported they prefer the MRF system - it was much easier for them. It certainly was far easier for staff to use with a highly successful accuracy rate. 2) Once we develop a workable system, then we MUST allocate adequate staff resources to

1	accomplish our goals. We need to seriously re-look at staff allocations right now - especially the huge expenditure for Work Services for our relatively fewer number of TA clients, vs. our chronic understaffing the eligibility ranks. 3)We must develop and enforce reasonable, equitable and do-able caseload size standards. 4) Please review the trend in FS error rates per year compared with the major changes the agency has been through in the last 6 years. Please note, we earned ENHANCED funding for several years prior to these changes. 5) If we are committed to staying with change reporting, we need to implement 3 month certification periods with fewer reportable changes immediately. I'd strongly suggest not going to 6 month certs as the economy is very seasonal...and clients are very savvy. By simply figuring out how to time their application, they could legally manipulate the system to yield far higher results. As a taxpayer, this offends me. 6) Equalize workload in class. A TA maint. worker should not have a caseload of less than 50% that of the struggling FS/Med worker. 7) Do all we can to hire quality people, train them thoroughly and well, and make it POSSIBLE for them to succeed. Do all we can to convey value rather than blame to staff. As it is in some units, the ET does not have a chance of success due to factors beyond his control ~ change reporting system not working accurately or efficiently and excessively large caseload size. Then we blame the ET for their failure. Seems to me this factor alone may be the main source of our too high turnover and burnout rate - both prime contributors to our error rates. I understand this certainly was not the agency's intent ~ DPA has long been a high quality agency with excellent policy and management staff - but it sure is the result of all the changes. 8) Once we develop a workable system (3 month cert with little to no required change reporting or go back to MRFs), then DON'T change it massively for as long as possible. Many past changes seem to correlate with our increasing error rates.
1	1) Rearrange the staff so that one experienced support staff is used as a customer service rep who answers basic questions and writes a form up to an et if the answer cannot be given. The et could then answer the customer service inquiry as a priority and not be constantly interrupted by the phone. 2) One experienced ET would be be designated as a rover. The rover would fill in when an et is absent, and work as a customer service rep when not filling in for someone. 3) A quiet time of 4 hours where phone calls are not put through to the et in the mornings so that work can be done without interruption. Clints would then learn that if they have questions they need to call in the afternoon or be directed to customer service in the mornings. 4) All mail needs to have a case number and case name written by support staff on the top. Many pieces of mail have a name of a person on the case not the case name. This takes extra time to look up which could be done prior to the et receiving the mail.
1	1) Utilize Expedite Worksheets on every FS application. 2) Work FS applications in the office the application is received in, prior to sending the application to another office for other programs (we see this problem a lot in the SE APA office).
1	1. 100 percent review on all new case workers working food stamp applications for at least six months.
1	1. Decrease caseload size per ET. Which may mean hiring more staff. 2. Align FS policy with other programs (med/atap/apa). 3. Do yearly reviews rather than every 6 months. 4. Caseload equalization between units. 5. Teach OLD dogs new tricks... eheheheeee... good luck!
	1. Designate a position to conduct a case review on every new application. 2. Make

1	sure all new staff are trained and have case reviews done. (training and case reviews are the requirement now, but it is not being done consistently.) 3. Less emphasis and staff on TA and more on FS, FS got ignored and put aside while all the changes in TA and self sufficiency.
1	1. Let all workers do their own intake. 2. Let all workers keep their cases longer than one or two months. As soon as we get familiar with a file, someone moves it to another worker. 3. Decrease caseload size. I know that may be impossible, but with the caseloads we have now, the error rate can't improve much. We simply don't have the time to work cases and give them the attention they deserve. 4. Remove supervisors personal preferences as to how cases are worked. Make all supervisors and lead workers follow the same rules. That way even if we do get new caseloads every month, we stand a better chance of being accurate. 5. Rework notices that go out to say "your case will close" if you don't provide, etc. As it is now, we have to touch cases much more than we did when we had monthly reports and cases auto-closed if something wasn't provided. Now we have to go back to the case and close it. It takes up time we don't have when they could auto-close. Plus, the need to provide something was given to the clients, and taken off our shoulders. 6. When we had monthly reports, our accuracy was higher. The "mrf-less" system was supposed to make our jobs easier. We now work off an alert screen and have 3 times more work than we ever did before. And our error rate was much lower before. 7. Who reviews a case determines how accurate it is. Make everyone follow the same review guidelines. That leads to the next suggestion: 8. Make AK State Food Stamp policy match the Federal policy. The fact that we rarely win fair hearings is proof that there are drastic differences in the policies. 9. Stop promoting people that aren't qualified and don't have enough experience and/or education to do a job, whether it is supervising, being an ET or a WDS. The fact that the qualified people all leave and the rest of the employees are desperately looking for other jobs should tell you something about conditions we're working under. And under the stressful, rushed system we have now, errors are going to happen.
1	1. Resource re-allocation. Utilize our current data to determine appropriate allocation of our resources based on program need. 2. Re-define customer service for staff and begin to re-define it for our consumer as well. In times of limited resources and the need to work more efficiently involves the consumer as well as the worker. Consumer/Client education has been minimal in the past. 3. Communication: Clearly define for staff the direction in which Management sees the Division moving. Update them as to specifics regarding integration of child care, transition of APA out of the Division and vision of current administration. 4. Begin to re-establish a culture of trust. 5. Maximize the efficiency of our managment information systems. 6. Allow sups to use QA case reviews as part of the evaluation process. Expand upon the case review component of the evaluation. Accuracy must be a major factor of the evaluation process.
1	1. We must make quality work our priority. 2. Staff at all levels must be held accountable. 3. The Administration and Division management must support our staff by providing the means and time for them to do their job well.
1	1. Weekly unit or office meetings schedueld to discuss Policy Issues only. We hold a 1/2 hour meeting each week where Policy is reviewed. Often, this policy review is in the form of Peer Training. 2. Increase Peer training. ETs learn more by preparing Peer Training than just reading policy manuals. Peer training is shared and all staff benefit from the experience. 3. Supervisors should hold formal

monthly conferences with staff, reviewing both successes and areas that need improvement. As as ET IV, I meet with my staff, but not always formally. I have discussed this recently with an ET I supervised years ago, and was told that formal conferences were much more effective, and stressed the importance on achieving a high accuracy rate.

1 1. Are we able to manage the FS program with the resources the FEDs give us? This program demands the most work from us and our clients and often creates the least benefit. It is also very different from all of the other programs and it changes often. If the resources we get aren't enough, terminate state involvement. Why should the state pay to administer a Federal program? 2. FS household change a LOT! I think no change certifications will be good, but 6 months is too long. Maybe 3 month no change cert periods with an option for longer cert periods for more stable households would be more appropriate. 3. Put programs together with a single caseworker. One of the most frequently asked questions I get is "are you my caseworker?" Our clients have a caseworker for mom, who might be on APA, a different one for the FS household, another for the DKC med for the kids and maybe even another for gramps who might be in a nursing home. Added to this is the fact that the intake worker might be a different worker than the maintenance worker. When I was in Kenai, we attempted coping with the new ATAP program by going to a regional caseworker concept. This pretty much put the family and all of it's outlying cases with a single worker. It made change reporting easier on the family and the caseworker was both intake and maintenance. I think it worked pretty well. That office would have been better if it was a full service district office (my opinion).

1 1. Bring back the Monthly Report Form.

1 1. Change all program regs to coincide.

1 1. Change all program regs to coincide. Currently,the differences are confusing & error prone. 2. Revert back to mandatory monthly report forms. Error rate has increased since discontinuing MRF's. Prior history shows agency had a high error rate & when MRF's were adopted the error rate was reduced significantly. The reporting system now allows too much room for client error. 3. Unmanagable caseloads also are error prone. With EOIP, WDS are focused on work and eligibility takes second place. Also EOIP allows for cases to change between numerous caseworkers which is also error prone. When one worker handles a case consistently they are less likely to miss info. that could affect benefit level.

1 1. Do not count client errors along with agency errors. We have no control over the client. For example, from Oct 2002 to the present, 30% of the errors were client caused. Eliminating these errors would have decreased our error rate. 2. consistent policy application. Anchorage offices consistently ask and pend for picture id (there is no requirement anywhere for picture id), for bank statements (policy says we use client statement unless QUESTIONBLE), for contacting collateral contacts (personally known to the client). contacting a client's friend very rarely makes a difference. Requiring an ET to make two contacts takes time that could be better spent elsewhere. 3. State policy requirements differ from federal requirements. However, when federal QC picks up a case and discovers an error pertaining to state policy only, they must count that as an error, even tho their policy wouldn't have counted it. Get rid of the layers of state policy that differ from fed policy. Keep it simple.

1. eliminate the wds series & reclass the et series higher (to justify all that we do

1	and the increased workload) 2. reduce caseloads (hard to do this without hiring for those empty pcn's) 3. put all food stamp cases under 100% review (this sends a message that management/supervisors are watching and also, errors are caught early and don't have a chance to run and multiply for six months or more.
1	1. Find out where most errors are and consider rewording policy for clarity and provide online or onsite training. 2. Since the numbers show that TA has decreased and FS has increased I would look at staffing and make adjustments for caseload sizes. 3. Specialization seems to work better than positions that are jacks of all trades. Centralize processes where you can and look into call centers. 4. Train supervisors in motivating and job retention techniques.
1	1. food stamp refresher courses for all employees. 2. have a screen of the month, such as focus on the unin screen for all cases one month to ensure proper coding etc, then the next month do demh screen and so on. 3. peer reviews 4. case note writing training.
1	1. Seein’s you asked: A: I would recommend the eligibility technicians (e.t.’s), be allowed to focus on eligibility requirements of the programs. B: The centralization and specialization of e.t.’s has allowed for some households to be dealing with multiple caseworkers in completely different geographical areas. This has allowed documentation submitted by the client to one caseworker to be filed in one case file, and on many occasions, not shared with the other involved e.t.’s; thus one or more cases receives an error or an inappropriate closure, which cannot be blamed on the client.
1	1.Require clients to submit monthly reports regarding their circumstances. 2. Implement a departmental policy which shortens the Food Stamp recertification period to 3 months (as opposed to 6 months). This will ensure greater client accountablility. This would be in force until accuracy rate improves.
1	?
1	A more concentrated effort on the supervisors behalf in tracking each Eligibility Tech's work habits, where they are in completing the monthly benefits timely along with the changes. Team building classes are great! However, sometimes it gets to be almost a social level, personality issues etc. that can be put aside temporarily in order to concentrate on the production of each ET. Working supervisors are a blessing, ET IVs, in my opinion, should have a caseload, limited of course, to maintain their working skills, which in turn would draw respect as a co-worker as well as being the boss".
1	A primary focus on Foodstamp accuracy.
1	Accuracy level was up when caseload size was less. Fill the vacant positions so caseloads can be reduced. Training on Time Management of caseloads. Specialized caseloads.
1	Adequate staff to maintain, review and perform the necessary work to support accurate productions. Increased use of journeyman staff working at a journeyman level. Standardized use of journeyman level staff to assist in accuracy and production.
1	align all program so they can be processed in the same way not separately (ta/fs)
	Align program policy. Much too complicated. It seems that the error rate took a turn for the worst when we went from retro budgeting to prospective budgeting - maybe we need to take a look at why - personally I feel that the shelter issue is one of the most error prone. We should be able to input one (1)deduction for all

1	programs. If they are responsible for their heat allow the SUD - end of subject! As an ET III I have seen first hand the the computing of anticpated earnings has a hugh potentional for error. The conversion factors/using an average of past pay/use of actual pay received has even the best ET confused. Staff need to be organized.
1	Align programs whenever possible. We recently were informed of changes to the food stamp shelter deduction screen coding. The training began with the caution that one must pay particular attention to this new screen as it's very "error prone". If we know that going in, we shouldn't complain when we get there. Suggestion; allow a standard shelter deduction for rent or mortgage costs and expenses. Simplify this screen. It has little effect on most food stamp families who axtually have shelter expenses. The tweaking and monitoring associated with this is not cost effective, and the potential errors outweigh any small benefit.
1	Align Tanf Program rules to match Food Stamps. Due to the differences, ET's sometime have to work one program, advance to the next month and then go back and work food stamps, if steps are missed, errors happen. It seems the shelter deductions and how unearn income is counted causes most of problems. Also, due to the change in benefits for state employee's from tier I to tier III, we have less seasoned employees and once new employees are trained (which takes a year + and continued training)they have no reason to stay and they find better jobs with greater benefits. Also, due to so many layers of management it seems we can never get a direct answer to questions (does not include policy). Good environment(which includes supervisors/managers) in the work place also helps towards positive employee additude, which increases better work.
1	All Food Stamp cases should be pulled for a review and corrections made. This review should not affect the workers eval but should serve as a training mechanism. (2) Have all FS reviews and new applications reviewed by a second person before the benefits go out. (3) Set certifications for 6 months instead of one year.
1	An organized ET is what it will take along with a peaceful working environment.
1	AS the program and the Division has become more "customer friendly" it has put entire onus on the ET. Even if the ET works the case correctly given the time alotted QC goes thru the case with a fine tooth comb. Finding an error that is not the ET's fault still results in the ET & the Div getting dinged. Where is the client responsibility on their road to "self sufficiency"???? Another example - Count the damn PFD. The Div has us tracking down the clients to see how they "intend" to spend thier PFD. This is ridiculous - and a waste of our valuable time. Count the damn thing and make the client/customer be responsible for thier "self sufficiency" like the rest of the public.
1	Avoid transfering cases between workers as much as possible. Drop the system of intake and maintenance, and go back as much as possible to a one household, one worker system.
1	back to mmrs. clients still failing to report income and moving and new shelter cost. 2nd. make fs (state)regulations in line with federal regulations.
1	Balance out the caseloads within each office since the changes with EOIP, the caseloads are unevenly distributed. With the calming down of the transition, the FSA rate will probably adjust quite a bit, but evening out caseloads would make a big difference.
1	because of the turn over and the high case loads it is almost impossible to be 100% accurate we need more staff!

1	Because we loose seasoned workers and yet takes several months to train them, I believe that sticking to 1 program would be more beneficial. One dept for med, one dept. for fs one dept. for TA/combo (seasoned workers) one dept for cm which we have with contractors; however, contractors do not know eligibility and should because some cm's are giving elig. information that is not accurate. With hard to serve folks, a better wellness program so cl stays on track needs more desciplined seasoned workers as they are getting exemptions and running up months because we are not being tough enough about following closely due to no time and overwhelming paperwork. Group the programs individually this will build accuracy and folks work better when they can take their time and not rush. I believe this way we also keep workers.
1	Being a new Administration clerk, I may not have the "Big Picture" but my observations point me in the direction of all food stamp cases being worked in the office received, regardless or expedite status.
1	Better system of training new ET's: that is, having seasoned ET's available for questions day in and day out for the first several months. I was hired in January and I had a June Case accuracy rate of 100%. I attribute this to the availability of my ET III and ET IV as well as the other, more experienced ET's on my team. Someone was always willing to drop everything to make sure I had the information and guidance needed to do my job correctly.
1	Bring back monthly reporting! This at least creates a household/casworker contact monthly. We lose contact with our customers' too easily. Alter corporate culture to encourage a customer/caseworker/casemanager team rather than us versus them (with all the permutations available to three participants) mindset.
1	Bring back monthly reporting, most of our errors are coming from clients not reporting information.
1	Bring back monthly reports, don't hold us accountable for client's not reporting, QA does reviews in retrospective budgeting and we process in prospective, reduce caseload sizes, retain employees
1	Bring TA and FS in line with one another so workers don't have to work 1/2 the case one way and the other 1/2 another. This is prime for errors overall.
1	By continuing to cut the Health and Social Services' Budget, you end up with fewer Eligibility Technicians and Case Workers. The ET's you do have end up with huge caseloads (300-500 cases) and no overtime authorized to catch up on these cases when an ET falls behind. This results in a very high turnover of ETs and an abundance of inexperienced ETs. Food stamp accuracy could be improved by assigning a normal amount of caseloads to each ET. But then, you would have to invest in an appropriate number of ETs, thus investing in the Department, and not continue to make cuts. If you want the payoff of federal money that goes along with accuracy, you need to make a reasonable investment.
1	Caseload distribution. Every area needs to be looked at. There are areas that are doing less than other areas and we need to look at why. Also, more production from supervisors and ET III's are needed. Often, some are found with not enough work and they won't help those under them during stressful times. This causes people to work in a hurried manner and cases are error prone. When there are supervisors cutting their fingernails at their desk and twirling around in their chair... something is wrong.
	CASELOADS ARE HIGH AND EMPLOYEES ARE ASKED TO DO MORE

1	AND MORE. WE ARE ASKED TO EMPOWER OUR PARTICIPANTS YET MANAGEMENT APPEARS TO DISREGARD THAT WHEN IT COMES TO IT'S MOST VALUABLE RESOURCE. EMPLOYEES.
1	Caseworkers need positive support from our supervisors. We need to be approached in a helping/helpful fashion. At this time, from the bottom looking up, there appears to be a lot of pressure being applied from the top which supervisors are passing on to casworkers in an unsupportive fashion. We're being told to work harder, faster and more accuratly, yet without adequate staff, management or time. Ouch.
1	Clearly establish accountability and responsibility for taking corrective action. It appears that no one is being held accountable. Develop an interactive review process. The old case review process does not provide real-time feedback. Base annual merit increases for supervisors and managers on improved error rates. The merit increases, should be based on merit! If supervisors and managers can't get improved performance out of their staff, they should get a merit increase.
1	decrease on-going case loads, alien policy, ability to initialize into prior months, refresher training and/or handout work sheets regarding policy prone areas on-going,
1	Delegate food stamp cases to those individuals who are able to work the cases with no errors. Designate one or two individuals in each unit to review food stamp cases each month. Not necessarily supervisors, as sometimes the lowley ET's are adept at catching errors.
1	DPA has very capable ET3s, otherwise they wouldn't be et3s. They are the experts and there is no reason that they can't carry at least an et2 caseload as well as being a resource for their prospective teams. That will free up the ET4s to complete their supervisor duties. 2.And unpopular as it may be you may want to abolish the 4 day flex that the supervisors and lead workers use. It causes a dispuption to the work flow, because that day the et4 is out the et3 has do the et4 dutues as well as their own duties. 3. Staff mettings are not needed every 2 weeks, it wastes time (2+hours x # of teammembers.) There are leadership meetings, supervisor meetings, cit meetings, and staff meetings generally these pull the lead workers and supervisors off the floor. The first 3 type of meetings are usually in excess of 2+ hours. The ETs get enough training, if there are problem areas that cause errors then hit the area w/ targeted training. I think the agency was just getting a handle on the change over from using "monthly report forms" to "change reporting" then came the EOIP change causing further turmoil. Not everthing that works in one part of the state works in another part of the state.
1	Each office should have a Food Stamp Quality Control person (ET III) who must review as many food stamp cases as possible without threat of action to the case worker.
1	Employee retention, hire enough staff to cover the caseloads, enhance or replace EIS.
1	Ensure that caseworkers have similar sized caseloads - from what I have seen, some have very large caseloads, while others have a small amount. I believe this is partly due to EOIP changes that were made. Having supervisors that "care" about their employees would help tremendously - people will give 110% for a good supervisor and if the morale in the office is good, folks are more productive and tend to care more about the work they do. This also helps with the turnover rate, which causes

more errors because ET's have more work to do. I don't know if there were any self-employment/fishing cases in those that were inaccurate, but I think that those cases should be simplified and we should use the previous year's taxes and annualize all self-employment.

1 Errors are made re: income, resources, household composition, possibly houshold expenditures. We need to revolutionize the way we verify the truth and accuracy of these information bits. I suggest we utilize a substantial group of specially trained staff to do nothing else but verify accuracy of these these critical error elements. Start with Intake applications and then move the process into maintenance. Require legitimate employers and under-the-table operators to cooperate or face severe State penalties.

1 First of all policy needs to be simplified; with the advent of no mrf's and prospective budgeting our jobs have become much more complex; I have been around for over 20 years to believe me, I know! I would not advise anyone to come into this business unless they are totally organized, very smart and love hard work.

1 first of all the division needs to hire more line workers. it needs to rid of more upper management thus it would allow more funds to hire line workers. we are the ones doing the work yet the ones who get blamed. when they hire more 'real' worker this would lower the case load size which would allow us to focus on the individual cases. also supervisors need to help and support the line workers rather then sit around and attend meetings or delegate assignment. i don't see them do much. they keep harping on us about accuracy when i work my butt off while they sit around attend meetings or write reports. another suggestions would be more pro-active on fraud. the division as a whole neglect fraud unless it's blatant. the push has always been push the cases even when client complain. this is where most error occur when supervisor push us to work case because they are so afraid client will file appeal.

1 First, let me say that I am not an ET. However, I do have some feedback. I think DPA should identify the primary cause of errors (failure to act on information) and focus efforts on that issue first.

1 focus on report of change to push proof documents for employment (ie pay stubs) rent (lease agreement) the more time we have to touch a case for multiple action the less time overall we have for action /accuracy.

1 Food stamp policy training should concentrate on detail and accuracy. It seems that the current trend in training is to develop soft skills rather than nuts and bolts policy. We have good trainers that can present any type of training that they are directed to do so. Let's direct them!

1 Get back to the basics. We used to have a simple mission statement that worked, it was "Timely and Accurate Benefits". Get back to the basics of doing eligibility, start hiring people with investigative and accounting skills not "soft skills". Revamp the training program, train staff in how to use their manuals. We have a training section with a lot of bells & whistles but staff learn less than in the days when we had a trainer, our manuals, flip chart boards, and pop quizzes. Bring back MMRs. If we keep prospective budgeting, simplify it. When we had enhanced funding we had a simple method for prospective budgeting, you called the employer, you asked for the hourly wage, hours/day, time period end dates, and pay dates. Then we used our calendars and calculators to get a prospective wage and ended with good documentation. We are requiring staff to jump through to many hoops for what should be a simple process.

1	Go back to monthly report forms. Do home visits for the initial interview and reviews.
1	Greater emphasis must be placed on retention of qualified eligibility staff. Too many new ETs with good potential are lost because of inadequate on-site training support, and too many seasoned eligibility workers are lost because wages are not competetive with less demanding jobs in other agencies (even within our Job Centers). Staff turnover is probably the most significant causal factor.
1	Have adequate staff to work cases so timeliness and accuracy will improve
1	have all fs worked asap in whatever office receives it then transfer if needed
1	Have supervisor's do 100% targeted reviews on food stamp cases. No matter what, we need more staff. If we can't be fully staffed have substitutes (like substitue teachers) who can come in to cover for caseworkers on leave or for empty caseloads during staff changes. Make better use of the on-line Food Stamp budget so that if someone is expedite eligible, the budget will authorize food stamps right away. Those who are approved will be advised that they're eligible for immediate services and that they have to complete an interview, and the deadline for completing the interview or face case closure. "Customer Service" is being run into the ground. For every failing, supervisors over-use that it's not "customer service." Staff is not feeling supported or feel like it is being given customer service. I believe it is improper for management to dump their stresses on it's subordinates. They're hired to be in better emotional control and have a higher control of their emotions. Hire supervisors who have longevity and a solid foundation and more than 2 years experience in case processing. Lately, most supervisory hires have been individuals with minimal case processing experience and knowledge in the programs they're managing. It's a common complaint from long-termed, seasoned workers of not having a support system for them...but instead are providing training to the supervisors and leads. This is highly time consuming. It's also demoralizing. More integrity needs to go into hiring lead workers and supervisors. Hire those who have dedicated their time and talents in truly learning the program and not using DPA as a place to see how high up the ladder one can go. I'd sure like to have quality supervisors and leads. What do supervisors want: Quality or Quantity? I work 100% for quality and as a result don't always meet quantity. And, because of that I get hostility and embarrassing scenarios from my supervisor. Staff is in a Catch 22: if we go for quality, we can't meet quantity; if we go for quantity, you're seeing the results. And for quality, we need more staff. Re-evaluate the WDS job class. As a long time eligibility technician, I work double because of the corrections I have to make from their work. Most who were hired into this field should have had a high level of ET experience. I believe that interviewing timeframes would be quicker if they were highly seasoned ET's. I often feel that I'm the "clean up crew" after WDS's.
1	Have the ET III's take more responsibility with training and working with new employees.
	Having worked at DPA, 400 Gambell office, during the period we had the highest accuracy rate in the nation and now during our lowest point, I would suggest someone take a look at a couple of the states that went to Prospective Budget and see what options they chose from the Fed, and compare to the options Alaska selected. P budget feels very labor intensive - touching a portion of my "maintenance" caseload, over and over, and over (10-10-10-eternal) and others I barely get time to check. Also in the good old days we had the "intern unit, where

1 new workers really learned food stamps and did not move into other cases until they had food stamps down. The WDS intake process expects these people get it all quickly and that is not possible. The alert system is too labor intensive, not possible to keep up and yet if I do not responde to all alerts in 10 days I am already in error. Also, staffing is such, that in my case, where I take 2-5 days of FMLA per month, but rarely take vacation if ever, I still have a full caseload to manage, therefore, I take short cuts and hope for the best. Does not always work out. Results in working cases as fast as possible, short cuts result in errors. Under current workload & staffing patterns there is no back up. In the "good old days" there was sufficient staff for backup, also there was overtime money for the "crunches". Yes I went from the old days of managing a retro budget maintenace caseload of 250-275 hh's with few errors to barely keeping up with 160 - 180 prospectively budget CITC caseload with multiple changes. Due to limited time, cannot review every transfer in case or new case sent up from the up front team, and when I do get to it often find many errors set on "auto roll" that have resulted in months of overpayments. I do not believe staff is lazy and incompetent, most staff "donate" extra time each day finishing up work "off the clock", however, the Devil is in the details and the process.

1 helping ET organize their workday and desks. Organization and prioritization can guide and help manage the high case loads. Also asking for help and clarification on policy if there is a question. Instituting a call-line for change reporting, where ET's float in and out of this position, take verbal changes over the phone and then act on them, either pend or update information as needed. Longer recert periods based on the same level of benefits, possibly having a set amount of FS that a family receives for 6 months and then a review which re-evaluates their current situation.

1 Hire enough ET's so that they have time to become seasoned and don't burn-out and leave just when it is time for them to handle a reasonable and realistic caseload. Also there seems to be at least a thin layered glass ceiling between promotion from clerical to eligibility- at least in our region. Many clerks have learned some of the policies without FS, ME, TA, and APA training from ET's, and seem to have to look for promotions outside of the dept. EIS and DPA policies are so specialized that that is a terrible waste of knowledge at the lower end of the pay scale, considering the gap in income between ranges 8-10 and 13-14.

1 Hire enough staff to cover the caseloads (use some of the enhancement funding). We can either get benefits out timely (customer service) or do more accurate work. There is not enough time in a month to do both.

1 Hire more staff!!!. We need to decrease the workload. One worker had a fs case load of 409.!!That is way too high to keep up on changes and updates.

1 Hire more workers to help with these impossibley large case loads! Also, all DPA employees should undergo some kind of organization training to help us better manage our imense workloads.

1 I called and discussed this problem with South Dakota's FS policy specialists. South Dakota has had a very low error rate for several years. In addition, their base population and FS case size is similar to ours. They had some interesting comments to share about their low error rate. They provided me with a list of the ten most important factors in keeping the error rate down. It would not hurt to study their program, maybe send someone there to visist with their staff.

I did this last night but wish to add a recommendation to help lower the error rate.

1	Please see below.
1	I don't have anything to do with food stamps, but common sense tells me that the more cases are transferred around, the more errors will be made. The constant changes in all the other programs affect the errors. Doing two or three very different programs affect the errors. Changes in supervision affect the errors. Inconsistency in supervision effect the errors. No monthly reporting effects the errors. Mind you this is just observation...not from working the program.
1	I feel it would be beneficial to have new et's sit with an ETIII, or ETII to learn proper practices.
1	I really like the idea of workers reviewing other workers casework. Find some strategies to retain trained employees, particularly in urban areas
1	I suggest you look at the ratio of employees to caseload sizes for those working ATAP cases as opposed to those working other types of cases.
1	I suugest that we put a web based easy to use "interface" on EIS so that ET can makes changes easier. I point and click instead of logging on 4 times and moving data from one screen to another.
1	I was here during the last time our accuracy rate plummeted as well as several dips along the way. Case reviews are a cornerstone in the process as they provide the caseworkers the necessary feedback. As an ET supervisor I would do some case reviews at the ET's desk to model accurate casework. Another critical support for caseworkers is training. Are new workers overwhelmed and not aware of gaps that exist in their policy or system knowledge? Is there refresher training provided? Sometimes people don't know they need a refresher. There are a number of approaches that can be taken to review work and reinforce good casework practices. Peer training, peer reviews, "screen of the month", first thing in the morning mini-training sessions are just a few activities that help get the focus on accuracy through improving program and policy application knowledge. I don't think there is one magical solution, but there are a number of proven techniques and I'm sure we can come up with some new aids as well.
1	I was thinking about this once again. In the past, the EIS Help Desk has made general suggestions to SD&T for possible refresher training exercises and we spotlight some common confusing areas in our Sys Ops Update. We could be more specific and let supervisors or Regional Managers know specific areas their staff are having difficulty in, if it appears to be error-prone. These areas could then be a focus for training exercises for specific units.
1	I would like to recommend that Each office have an employee who can do quality assurance reviews on each food stamp case authorized for benefits. This review process would take place at initial certification, recertification as well as when changes are processed.
1	I would like to see the 6-month reporting implemented.
	I would like to see the Monthly Report Form be reimplemented. This report form required recipients to report each month on their situation and it caused the ET to touch every case each month. Even with prospective budgeting I believe it will assist in eliminating cases being untouched for months, clients forgetting to report or report forms being misplaced. Active on-going case reviews by supervisors - even though our focus has always been accuracy many steps of that process have fallen through the cracks due to the many changes in the past few years, one being case reviews on new and seasoned et's. We need to establish a system to eliminate

1	the number of people involved with one household. Clients are unsure who to report to causing the information to go to one worker and not being passed on because of many reasons, ending in information not being accurate on one case (usually FS) and errors occuring. I believe policy needs to continue looking at ways to align the program rules. I also believe policy needs to work with front line staff when implementing changes - such as calling each household and ask what they anticipate with be remaining of their PFD monies on November 1st!? With high caseloads and caseloads growing is this realistic? Can staff accomplish this? Were they asked? Front line staff need to be pulled into the decision making more they are the ones who deal with the clients daily, work the cases, they have the best knowledge.
1	Its going to take changing the entire culture of this agency as it stands right now. It will take new managers with a committment to excellence rather than the current committment to "client service".
1	Keep FS programs on the same case number as cash cases whenever possible even if it means closing the FS on one case to move to another case number. This would also be efficient for case processing because workers have the cash and fs programs together. Keep all EIS cases/programs together in the 'current month' rather than letting staff move cases into future months on the system.
1	Keep households together. Currently members of the same household can have an APA worker, a FS worker and an ATAP or TANF)/Family Medicaid worker. Clients will report changes to one of his/her workers but the information is not shared with the other workers. It is error prone and bad customer service.
1	Keep procedures consistant from office to office, Have the clients provide proofs of income and resources for all workers. some take cs, some require hc proofs, make it all the same for all offices and clients.
1	lay-off social workers since we are outsourcing case management and reclass pcn to et. we would see a savings due to the pay difference in the two job classes.
1	Learn From Our History… Look to the past--to the years where we had the Highest Accuracy Rates and LEARN from them. Return to the days of intake and maintenance units or at least specialized caseloads. Right now, there are just too many people touching a case and too many hands giving and receiving information on a case.
1	less hands working the cases. for example, we had a case that started with a wds, went to a processor, worked by another eligibility worker, then transferred (with changes in the case) to another eligibility worker.
1	Lighten the Et's load so they do not feel so pressured to work so fast.
1	Listen to the suggestions that have been made before. How many surveys need to be taken before there is action?
1	Lower case loads - more et's
1	Lower caseload sizes (less than 300 & Under)
1	lower the maintenance case loads and hire more ET's
1	Mandatory attendance of the Food Stamp Refresher Session conducted by Staff Development and Training for all front line staff including ET IV's. In house mini trainings held by Staff Development and Training on Food Stamp manual changes. This could be either in the office or through the voice training link. (which I thought was awesome!) If through the second method, it should be mandatory and

done in groups. Less special projects for the IV's, so they can concentrate on case reviews and be there for staff.

1 Modify case load report to allow ETs to select FS and other case types individually to track status.

1 monthly reports, we use to have 80 to 97% accuracy when this method was used.

1 More efficient use of time.

1 more et's.

1 MORE STAFF - I don't know how you can expect anything to be accurate when you have good ET's over burdened to the point of breaking them. They quit, new ET's can't pick up the slack. MORE OVERTIME - ET's aren't being able to catch up, let alone do cases accuratly. Again - frustration sets in and they quit. Fix the problem - it is only going to get worse.

1 more time less cases. if you want accuracy and not speed we need more help.

1 Most importantly, I think alignment of policy between programs would have the greatest impact.

1 My team currently has safety net caseloads without caseworkers. (Safety net caseloads are FS only or FS/ME only). Because we cannot fill vacant ET positions we are processing cases in "crisis mode". Although the HR budget is requiring us to hold positions vacant, if we could fund the positions and prevent a 1 Million Dollar pentalty we could still come out ahead financially. 2. Reinstate admin errors when reviewing cases. I think sloppy casework is informally becoming acceptable, because the case is "correct".

1 One more suggestion: Policy folks need to get back in touch with the field and work processing. We should not rush to implement a whole lot of new policies to "fix" the problem. Instead, I would suggest the policy people spend 2 weeks in a field office doing the work. This means taking over a caseload for two weeks doing both intake and maintenance. Once this hands on experience is gained I think it will greatly assist in the making of new policies.

1 Our accuracy rate was GREAT when eligibility was actually being determined. Now, it's all based on Client statement with little to no proof. Our direction on dealing with clients, have changed BIG time with Welfare Reform, when we moved from determining eligibility to 'soft-skills' the 'touchy-feely' approach. We pretty much changed our way of thinking and doing business from being conservative to giving it all away. Infact, one Manager was quoted as stating "when it doubt ... give it out". What kind of message would you say that sends to her staff??? It seems that we question very little these days, and ask for even less in way of verification. Of course, the whole notion is to move these folks off of assistance and soft skills is their answer. This message rolls downhill from the Field Managers to TRNG staff. I was surprised and shocked to find out our new way of doing business, when I went through training after being gone from the Division of several years.

1 Put SD&T under Policy.

1 Quality assesments when completed should be relayed to online staff, so that they can see what (if any problems) that come out of the assesment, so that they can improve their work. Inform online staff about the error tread and what area it is coming from.

Quit changing the policy so much. Confusion from the clients point of view cause

1	more work since we then get more telephone calls. The notices need to be written so that if we pend a case or send any notice so that they state your case will close if all of the information is not received. The notices stating may close only cause more work.
1	Random calls to clients every few months or 6 months or whenever the ET or staff can afford to spend time updating hh composition, income, situation, etc. Checking alerts and interfaces regularly and consistently
1	Rather than pay a 1 million dollar penalty with nothing to show for a return, Invest in training and increasing the number of eligibilty technicans to work the enormous caseloads.
1	Re-establish the training unit at Gambell and hire more people.
1	Redefine what our prioritizes are. something has to give. Take another look at customer service, what can the client do and who has more time. What does the Feds have to offer that we can use to simplify our process and policy. Are there waivers that we could be applying for that will help us do our job better and line up policy or simplify policy. 6 month reporting for all programs not just one program. otherwise it doesn't make since. Organize changes that come down to line staff, so they have time to incorperate the changes before another comes down. Make the client countable for information needed in stead of staff having to dig for the information for them. Set up work days were we hold phone calls and no interruptions.
1	reduce hours by using uniformity-conversion factors seem to be the area that confuses some staff. to simplify why not take the rate of pay and multiply it times 4.3 for all cases. regardless of how they are actually paid-most folks work ft hours and the figures end up matching at the end.additionally, give everyone the same credit for housing and reduce the errors on the demh screens. again uniformity is the key--demh "cs" means child support paid.on the "unin" cs means child support collected. instead make the code mean the same on all screens.
1	Regional Case Reviewers. Implement a mentor program for new workers. Conduct Interactive case reviews. Review all earned income cases. Creat and Error Review Panel. Train staff to know what QA look for. Assign a mentor to new workers or workers that need remedial assistance. Learn aobut best practices from the states that have a high accuracy rate. Complete the work requests that will decrease FS errors.
1	Reinstate the Training Unit. As I recommmended to Amy Smith, ETIII's that are assigned to the Training Unit used to be available for resource information when the ETIV and Lead Worker on the Teams were not available. Trainers gave one on one attention and 100% case review to new ET's. Since we did not carry a caseload, other ET's, WDS's and clerical used us as a resource (in person, over the phone and by email). Sending new employees directly to Teams does not afford them the guidance needed to develop good organizational skills that allows time for accurate benefit determinations. Due to the shortage of staff, the trainers are now working as clean up/vacancy workers and not food stamp program trainers.
1	Reorganize the workforce - expand DKC to a full Medicaid unit. Specilize FS and TA to ensure expertise and focus.
1	Reviews of new workers should be more consistent & for a longer period & they should be conducted the "day" that the new worker does the application.
	Send all workers that have not been to Food Stamp training in more than a year

1	back to refresher training. Better yet, provide refresher training at all offices. I'm seeing more errors from long time staff than from new workers. I feel refresher training focusing on budgeting cases correctly would be helpful.
1	simplify our fs policy -- it takes too long to train up new workers (especially in times when we can't afford to have staff operating at less than maximum capacity due to vacancies); fix the systems (computer, data and reports) problems that directly impact our error rate (i.e.: DKC/FS interface, MRM40 reports, etc.); ensure that each of the sections of the division is focused on supporting the field in working cases -- too often i see sections that don't respond to the needs of the field in a timely manner. our business is in the field, with the clients and the cases. take advantage of FNS policy waivers and options; AND MOST IMPORTANTLY, GIVE US THE STAFFING RESOURCES OR THE FREEDOM TO REORGANIZE EXISTING STAFFING RESOURCES, TO BRING THE CASELOAD SIZES DOWN TO A REASONABLE LEVEL. currently, caseloads are 125% higher than they were in times when DPA had a high accuracy rate. additionally, we have added on additional complicated program requirements and activities to workers who are struggling just to meet the basic demands of a single program (FS) with more that double the standard caseload for this program.
1	Since the Quality Assessment unit reviews casework why not start with input from them. They have to be seeing the trend in errors, so they could let management know what ET's seem to be doing. Also the fraud control unit has to review cases for their investigations they probably see areas where improvements could be made.
1	some emphasis on client responsibility to report changes immediately or at the descretion of the caseworker work with the information on hand with penalty to the caseworker. (of course the casewkr needs to document his actions.) 2. Have a information database of all questions and asked to policy makers-program officers. example: Elig techs can go to a site and locate answers under categories. Categories, like, income, resources, shelter, and etc. 3. provide feedback to this questionaire to allow working levels a chance to further massage the suggestions/comments. note: I'd like to know how soon you intend to give us feedback.
1	Specilized ET"S , Quarterly mandatory, reports
1	Start with improving good employee retention. Once we spend the money to train someone we should strive to keep them.
1	Stop changing the way we handle programs every couple of years. Since 1997 we have had 1) Welfare Reform, 2) 10 Day Change Reporting and most recently EOIP. Stop staff turnover. Currently in our office at least 35% have some type of stress related medical condition. We have staff on tranquilizers, anti-depressents or they have medical conditions that are causing significant leave usage or job termination which impacts work loads. Start showing support for front line staff. At this time ET's cannot win. Currently ET's are either too slow or too inaccurate. We have client demands on one side and upper management making demands on the the other. Currently ET's cannot win. If we hurry to meet the demands of the clients-we run the risk of errors. If we do not respond to the clients needs fast enough we run the risk of upper management questioning our work. There are only so many hours in each day and staff with work loads this high are unable to shift much either way. Clients have to learn now that the state does not have the monies for more staff, that there has to be compromise somewhere, possible less face to face client contact

or changes in policies and procedures that require less investigation by eligibility staff. Get Quality Assurance on the same sheet of music. A QA caseworker may see 11 reviews per month where as a current front line intake worker w/NRO may see 11 applications in 2+ days. QA has the time and the resources to dig deeper than eligibility staff do in a 1 hour interview. We also are to only request verification if information is questionable. Maint. workers currently have 15-20 telephone change reports daily, 5-10 written change reports daily + aver 2-3 recerts per day, sometimes worse. Again, with case loads as high as they are and staff reductions what they are, there are not enough bodies to do quality work.

1 Stress Quality rather than quanity. There are not enough staff to do the job correctly, which you want, in the time frame you demand. The only way to improve accuracy is to spend time being accurate. If the accuracy rate is to improve, it's going to require more properly trained and groomed staff. The current DPA staff's workload are to high. This could also be a reason why so many journeyman staff are leaving to work in other agencys or retiring. People who make up the rules have never worked or not worked a caseload in a long time. You could automate everything so that DPA never touches the case. That would put the responsibility for accuracy on the client.

1 There needs to be more hands on training for workers, especially new ones. There needs to be more line staff so that we can concentrate on accuracy rather than becoming overwelmed with the quantity of work.

1 Timely reviews

1 Utilize other staff, clerical, case managers, in any capacity necessary to lift small tasks from et's so they can focus on more serious issues.

1 We must somehow divorce the mandated changes for TA that came to us from welfare reform from Food Stamps. We took a system that worked for Food Stamps and have changed it to something that obviously does not.

1 We need to be fully staffed with reasonable caseloads and need to have a training unit re-instituted. The training period needs to be lengthened and more timely reviews of cases.

1 Welfare reform took the focus away from Food Stamp accuracy. We were told not to worry about Food Stamps. Our focus was shifted to getting people to work and off of Welfare. We need to develop a staff of Food Stamp experts in each region. Other programs will not suffer if our focus is accuracy (in all programs). We have reduced the Welfare rolls and gotten people to work, now it is time to return our focus on getting benefits out to client's accurately. It's not good customer service to the client if we get benefits to them quickly but months later tell them we did them incorrectly and have to recoup benefits later.

1 Where can a fs worker go to see what fields the errors are in?

1 Why are we trying to protect a Job Class? I am referring to having WDS continue to be involved in case management. We have DOl (ESS) already trained to assist client's with finding jobs. We need the WDS bodies to soley focus on Eligibility. They are providing a duplicate service in our current model. Caseloads are too high. Staff rush to try and get the work done. Need to establish a reasonable caseload size. We think a combo worker should be able to handel a caseload of 150. FS/Me caseload should be able to handel 250. Allocate staff to where they are truely needed. Again, we are not addressing "where" most the work is, inorder to justify staffing at other offices. Anyone in the private sector who has to watch their

	bottom line would put their staff resources where the work is. The state needs to operate more like a private business would.
1	why bother having survey when the division doesn't listen to line workers. we've made many suggestions but it falls on deaf ears. the main suggestion is to reduce case load to a manageable size and hire more 'real' workers. any training the divison provide will not reduce error if the divison doesn't reduce case load and hire line workers.
1	Will individuals applying for FS be scrutinized more thoroughly looking for fraudulent situations? How will the public find the application process different?
1	Without more staff and lower caseloads it is going to be very hard to improve the accuracy rate.
1	Yes - Not let the adm. clerk do exp fs that is attached to the TA & ME applications. Let the ET's do it. Did not have training for it, but just started doing it. (?)

2. If applicable, what support (training, materials, policy/system changes, etc) would you like to have personally that will help improve our Food Stamp Accuracy rate effort? (given our budget/staffing limitations)

#	**Response**
1	1. Stop having us keep reports about everything. We are working as fast as we can. How much agency time is devoted to those weekly reports? Can’t EIS pull this information somehow? 2. Use EIS for our cano's. We duplicate so much information. First the client comes in and we do a sheet to FACT FIND. Then if they appear eligible and want to apply for any program , they fill out the Gen50 and put down the same information we just asked them about at fact finding. . Then .. a second person reviews the Gen50 with them and asks questions about what they wrote down . Then …we enter what they say onto a cano and into EIS. If we are going to eventually enter everything into EIS, why don’t we just do that from the beginning? Why even have them complete a Gen50? We could put our Fact Find on EIS, then if it appears they will be going onto an interview, that information could be online already. Can’t EIS summarize the screens and bring that information to a screen that could become a cano and just print that and have the client sign that? It just seems like we spend a lot of time doing the same thing three different ways. Even taking into consideration budgeting ‘situations’ this would be cost effective in the long run. 3. More unity in the program rules. If we are going to be doing ALL the programs instead of a specific one, get the feds and the state to align the policys. I have seen great progress in the past 5 years and am always hoping for more.
1	- In house reviews. Supervision should pull a certain percentage of food stamp cases each month in a targeted review. Not to single out any one worker, but to look for trends and find weak areas that need improvement and or training emphasis. All too common we do these reviews and "laundry list" the results to that specific worker, but we do a disservice to others when those problems are not shared with the group.
	1) Most important is development of a workable system - see prior question for detailed response. 2) Please continue to align program policy, using the same language in each manual whenever possible. 3) Continue to create highly searchable, hotlinked electronic manuals. We could hotlink to filed policy clarifications, examples illustrating the point, and to the same subject area in other

1	program manuals. 4) Continue the statewide CIT team - even if only by email. 5) Have policy and SD&T collaborate on more online policy refresher quizzes. 6) Reinstate workable and effective in office ET new worker training. It takes at least 6 months to learn the basics of the job and at least 2-3 years to develop reasonable expertise. EOIP forced massive and ineffective changes in our in office training program. It is already clear the new process is nowhere near as effective or efficient. 7) Allocate adequate staff and equalize workloads. 8) Pursue publishing best practices statewide - especially on maint. caseload organization.
1	1) Put all (new and old) E.T.'s under review. Maybe the ET III's and IV's can review 5-10 new cases being worked to help pinpoint the problems. This way if there is a few folks with a problem they can get extra training, etc.
1	1) Complete meshing of shelter deduction policy for the food stamp and ATAP programs. 2) The Fee Agent interview report needs to be changed (again). It should instuct the fee agent to submit a copies of the shelter expenses in addition to checking the box that they were provided. We are not getting clear information with the current wording and I don't think we have the liberty to guess at this point.
1	1) Time to review new cases. 2) Streamline the prospective budget responsibilities. 3) look into other Prospective options, such as setting up cases, for three month periods and opting not to address any changes for a full three months, with no error to case. Improves EIS system, so that if a DKC worker changes income in their new case, it does not mess up the food stamp case that is under another number, on another caseload, and no alert event gets to the FS worker, that the income changed.
1	1)Sysops needs to work to develop more systems to help that take away some of the busy work that ets and supervisors do. ie: A) A report that shows only the open cases that have not been worked, or are not authorized current , showing the date received. That way supervisors don't need to pour over mountains of reports to find things still open that need work. B) A system that reports back to support staff that an application has been worked, and the date worked so that support staff doesn't need to make lists that need to be filled in each day by an et making a list of what was done. c) All files should be make up by support staff with a proper label, correct dividers, and all income stubs, stove oil receipts etc copied. That way no file would ever get done with the wrong label on it from an older file. Folders are reused and this can cause an error with someone else's name on a new case.
1	1. More training and case reviews on new staff. Peer reviews (but there is no time with big caseloads) Peer feedback... if one ET finds an error, they are allowed to discuss with the ET who made the error. They shouldn't have to go to the supervisor and tattle on the other ET.
1	1. Policy on Shelter and coding on DEMH screen should be the same for TA and FS. It is very error prone to have different policy and coding when working a Combo TA/FS case. 2. Income training (earned and unearned) could be developed by Division training and distributed in the form of videos or CDs. 3. Many case errors are because the client failed to report a change. A program could be set up to send a notice and Report of Change form to all FS clients every three months. This would increase postage costs, but may also increase the number of changes reported.
1	1. Semi-annual reporting on food stamps. 2. Leadership development and support of leadership. 3. Quality assurance/continuousimprovement administered locally and/or regionally.

1 1. Standardize work processes at the caseworker level. 2. SD&T and Policy must be partners. 3. Offices, supervisors, and individual staff must be held accountable. 4. Simplify policy. 5. Organize information. An email has been sent to the Director providing details.

1 1. Under CFR 273.12, choose option (a)(1)(vii) for households with earned income. This would significantly reduce the number of households required to report changes. This in turn could help reduce the errors caused by the angency's failure to act on reported changes. In addition with fewer households required to report changes the workers would have more time to process those cases that do have reporting requirements. 2. Enhancements to EIS or an updated eligibility system. If more raw data could be input and the system made calculations, as long as the worker input correct information from documents, such as paystubs, there would be fewer errors related to conversion factors etc.

1 1. Certify food stamps for 6 months at a time, with no change reporting requirements (similar to DKC). I realize TA program officers don't like it, but we have to make a choice. 2. Allow us to initialize into a future EIS month so we can process a change without having to set the case aside and picking it up again for the same change in the future. This affects all changes coming in after adverse action date. For July, adverse action date was July 21st. Every single change reported to us that we could work had to be set aside for two weeks, then picked up again! 3. Medicaid doesn't use a conversion method. When eligibility is borderline, we have to follow cumbersome procedures to process TA and FS and Medicaid. 4. When DKC makes an income change (and they figure their income differently from FS and TA), it carries forward to the FS case, or TA/FS case. DKC does not notify us in any form (email, phone, alerts, or CANO) of the change, but FS picks it up and goes forward, resulting in an error. We need to have a firewall between us and DKC to prevent INCOME changes sliding across, but not a firewall that precludes ET's at DKC and at district offices from accessing the cases. 5: EOIP model: do away with it! a. the EOIP model took ET's away from caseloads to do fact finding, which the clerks had been doing pretty good at. b. since case management is out-sourced, make it complete. Do away with the WDS position and make them ET's again. Out-sourced case managers can manage clients in job club, rather than a WDS. c. When a WDS pends a case, he doesn't have to finish processing a case. It's well known how difficult it is to follow up on someone's incompleted work. This leads to errors, frustration, finger-pointing. 6. Since case management is out-sourced, let the contractor's clerks take care of billings (such as for day care), rather than our clerks. Then DPA clerks could lend more office support.

1 1. Closer alignment of program policies among ATAP, Food Stamp and Medicaid programs. 2. Request waiver from federal government to allow state to experiment with policies without penalty should error rate goes up.

1 1. still more allignment of fs/ta policy. 2. fs refresher training for all employees. 3. case note writing training.

1 1. Turn QC into a friend of the ET, rather than the other way around. 2. Stop spending 75% of the ET's time in TA related issues. TA has less than 1/3 the clients but uses far more time than FS does. 3. Design a policy log that has clarifications and updates and that is accesible to ALL staff.

1.case reviews completed timely, perhaps more often for the eligibility techs. who are error prone in specific areas. 2.reduce trainings that we have yearly to every other year ie stress relief, physical crisis intervention, workshops on suicide

1	prevention esp. where our control of this situation would be to pick up the phone and dial 911 or call our security personnel while a co worker defuses the situation, in other words if these particular areas were at risk in our work situation we should have the classes/w'shops yearly. New employees do need to have theses classes, then rotate every other year unless problems arise. This change would allow additional work time. 3.Eliminate flex time, all staff work same hours M-F. 4.Since the public has their eyes on us daily, our example should be 8 hrs per day(tax payers dollars at work that we hear about but for 7.5 hrs) is what we hear. Most of us work more than 7.5 hrs per day anyway, just to try and keep up, paying us for it would definitely be a plus in the attitude and self esteem/loyalty depts.
1	2. Seein’s you asked: Let the e.t.’s get back to the basics of eligibility determination and supervisory reviews, because at one time DPA was getting accuracy bonuses from the Feds. DPA had the right formula once. Concentrate on quality vs. quantity. Lower caseloads with additional e.t.’s. A few more e.t.’s has to be less expensive than the federal error penalties.
1	A scheduled program of refresher training. I recently went thru FS refresher training, my first time thru a training in FS policy that covered the whole program in 15 years. Another item that marked or period of lowering error rates was stress management processes and classes. Classes on documentation.
1	additional workers dedicated to the FS program to reduce the high caseloads. this can be done without adding additional positions and/or expense. we need to take a very serious and objective look at our job classes, PCNs and their utilization.
1	Agency-wide reviews of errors when they show up so that other workers can learn from the mistake.
1	alien policy, give workers ability to initialize into prior months,
1	alien Tanf with Food Stamps.
1	Aligning TA policy to match FS policy, which has been started, but still has a way to go.
1	all error trends need to be identified and using the FS reinvestment funds bring someone from training in to do refresher training for all ET's.
1	All policies mirror each other for income. Return of Food Stamp Accuracy Quiz. Time Management of caseload training(alerts,changes, recerts/reviews)
1	allign policies more.
1	Although it's been two years since I've worked F/S my one suggestion would be to improve the resources we have to work with and that includes improved ways of checking income that isn't 3 months old by the time you receive it. Improve employer relations also. Speed up the fraud process where it's not just an idle threat.
1	Are the errors caused throughout the state? Focus on the regions with the highest error rates. Is it everyone in that region? Focus on the staff making the errors. To blame everyone is not fair. There are supervisors who know who the good workers are just as they know who needs help. To focus training and expenses on only those who need or anyone who feels they need the assistance is cost effective. This is a big agency. Put the time, effort and financial resources where it is most needed.
1	As a clerk, I only do FS expedite but I always appreciate being aware of and involved in training.
1	As stated above... Reinstate the training unit allowing the the trainer to be a

	resource for all the teams throughout Central Region.
1	Attitudes and changes that take into consideration people do become ill and are entitled to a vacation need to be considered. Alternative plans supporting an interactive as opposed to a reactive practice would be helpful toward a solution. If organizational and administrative skills are exercised and the work is getting done the reward is usually to be pulled from the task to handle an emergency or cover for an absence. Vacant caseloads appear difficult to manage and track if done piecemeal. Consumers must have a share in the accountability when they are sent a notice. Notices reviewed for clarity and conciseness. Flex schedules may be an area to be reviewed for practicality as it pretains to production and accuracy. More hours at work per day may not produce quality production for any staff, be it front line or supervisory staff. Over-time should not be the fallback plan, even if there was money to pay for it. Overtime becomes a survival tool for a worker as opposed to an occassional reward. Also, if a supervisor is absent, the practice of having an acting may be a drain on production time. There are enough supervisors on staff that one being absent should not be cause for the daily functions to fall apart. Regarding question number four (4), believe the rate will go down but maintaing the decline will be crucial. Core systemic issues must be addresseed to maintain the practice as opposed to a moment in time fix, as the situation will return if not resolved or workable maintainable practices initiated to work toward stabilization.
1	better interfaces with native temporary assistance offices...to catch changes that may be reported to the native temporary assistance office..but not to the worker who may be doing the food stamps, medicaid or adult public assistance...
1	better use of the workforce development staff, the eligibility staff and the upper management. when I first started working with the agency the supervisor's weren;t afraid to pick up a case and work it. there are not two supervisors now that do eligibility work. others, are true supervisors.
1	bi yearly refresher for older et's
1	bring back monthly reports to keep clients honest and to keep us current with their situation.
1	Bring food stamp training to fairbanks, not just for et's. Although we may be hired in different positions, cross training can be an excellent benefit, and give additional skills to market when looking to move up within the State
1	Case loads should be reasonable, each ET can spend the appropriate amount of time with each case, thus improving accuracy.
1	Case reviews! Emphasis on 'real time' interactive case reviews for new workers, and--in a perfect world--at least one dedicated QA Lite-type reviewer (with training skills) in each region. Consider getting back to the basics: eliminate the WDS work class and replace those positions with eligibility staff. If the WDS classification is retained, make certain the ET job class is paid at the same level. We lose many excellent eligibility workers to case management because of the inequity in pay.
1	Complete, up-to-date FS expedite policy on the Web.
1	Consolidate online clarifications statewide, use clear subject lines, and organize them by subject.
1	Constantly give up updates on where we are in accuracy rates versus other states. As we see ourselves move up the "chain", moral will be increased.
1	continued in house training by lead workers and journeymen case workers who

	have high accuracy rate.
1	Continuous, ongoing training in problematic areas identified through case reviews.
1	Create a policy knowledge base from prior policy questions.
1	Current training is sufficient. Materials provided are clear and easy to understand.
1	Design a performance evaluation that allows for a sliding raise, based upon the employees performance. The one that is currently in place raises each emp the SAME...... Makes no sense at all. Good work should be rewarded!! Continue the CIT (continuous improvement teams) throughout the state. Give more time for peer case reviews & overall case reviews for staff. Case reviews can be a positive way of measuring ones success, give feedback & allow for individuals to learn & correct mistakes before QA findings.
1	During welfare reform we were "retrained" under ATAP policy to be more liberal about eligibility determinations. Now staff seem to think that PPJ is a form of verification. We've lost the common sense approach to eligibility. Frankly, I don't think we are understaffed. Responsibility for verifying eligibility needs to be returned to our clients (who by the way are NOT CUSTOMERS). ET's should always assist those clients who need help obtaining verification, but when a client is able we should not expect the ET to do the legwork for them. Upper management needs to support line staff who try to enforce client responsibility. Additionally I think we need to give new ET's a little higher caseload than 20-30 maintenance cases, and 2-3 intake interviews a week. We are setting up unrealistic expectations, while not affording ourselves the tools necessary to weed out incompetence within the first 6 months.
1	Eliminate PFD Holdharmless and treat PFDs as income. This only serves to increase an already heavy workload and increased application time as the seasonal jobs are ending.
1	Evaluate staffing levels and possible move staff from ta to fs. I am not familiar with the exact areas of the error rate but in general terms if a large group is not understanding something you would have to look at policy and training.
1	Every Eligibility worker, regardless of their years of experience, should be under review. This is not punitive, this is to identify error trends so that training can be geared toward the needs. Also, regularly scheduled training should be done on a monthly basis (at least) for ALL eligibility workers in order to make the constant honing of skills a priority.
1	Field and operational staff should be aware about what is in the fire. what plans or change are forseeable within a yr, 6 mos, or weeks instead of dropping bombshells of necessitated immediate changes. 3. Specific training in quality control work. what quality control workers look for should be made known to elig tech. they find specific errors common among all et, and these common mistakes should be emphasized in a caseworker's monthly or weekly training prog. this needs to be done immedly to jump on the FS error rate reduction causes and goals.
1	Food Stamp refresher classes every 3 months so all et's that work fs will have a chance to attend. it would also help if committed fs workers had somewhere to read where the errors are occuring so they could avoid those problem areas.
1	FS Procedure/policy reviews for new employees within a couple of months of original training.
1	FS refresher training for all staff, done at their work site. Focus on income

	budgeting both earned and unearned income and shelter/expenses.
1	Get rid of abawd. Go to three (3) month certifications. If a client is found eligible in the 1st month, auth for the three months and then clients can recertify to get a better picture of what is going on in the clients life. For no change households like APA certify for 12 months. Monthly reports although cumbersome provided a pretty clear picture on what was happening in a households life. Now we are driven by clients whims to report. Although multiple actions are taken to advise clients to report in 10 days, life appears to get in the way and clients either forget or chose not to report information that later QA picks up and then the agency gets an error. Clients have repeatedly said that MRF's were easier and clearer than the current 10 Day Reporting
1	Get supervisor's off our backs. We're doing the best that we can. I'm tired of getting hostile treatment from my supervisor because I cannot keep up with the amount of activity that is required on our caseloads. Phone calls and messages are uncontrollable. Mail which ususally result in changes are out of control. Suggestions for this: (1) go back to the MMR system; have 1 calling number, and with that 1 person who does nothing but answer client questions. (For Gambell you may have to have 3 - 4). Too many calls are, Where are my benefits? Did you get my [documents]? How soon will I get my benefits? These are out of control, over-whelming and time consuming because they all have to be answered and cano'd. Have one central calling point. Mail: Have more supportive staff who can assist caseworkers match mail to applications and files rather than caseworkers being taken away from authorizing benefits because they have to take time out for filing. Provide in-house pre-training for anyone who is interested in developing the skills needed for the WDS job class...and I would limit entry into this training for ETs with 5 or more years experience as an ET and who have a case accuracy rate that is above average. This would serve as an incentive for quality work, promotes a true job class that staff knows they can advance into w/the skills training in place before going into the job class instead of after.
1	Go to six month reporting. 2. Get rid of the PFD hold harmless program. 3. Get rid of the ABAWD policy. 4. standardize and simplify the way we apply housing deductions. Such as: If you pay rent at all, your housing deduction is the same as the Standard utility deduction or something similar. 5.Take all the Medicaid programs and seperate them from APA, TA and FS and give them their own office, or simplify the Medicaid screens.
1	Group programs under one team leader so the focus is better on the one specific program. FM and FS should not be together because the policies are different. Keep FS by itself unless Combo case with seasoned workers. It took be about 3 years before I was confortable with all 4 programs, i.e., MED, FS, TA, CM.
1	Have staff available to conduct interactive interviews. Align program policy when ever possible.
1	I believe we need to continue aligning our policies for the programs. I believe that we need to delink the DKC program out of EIS to eliminate errors on the FS side of the house. Having two workers working on the same household but for different reasons, looking at different eligibility factors and conversions causes many errors and frustration on both sides of the house. Again the return of the monthly report. Bring back the Performance Accuracy Rate and the Case Accuracy Rate on evaluations. It holds workers accountable, it allows them to see truely how they are doing and what needs to improve.

1	I just scanned the new online training program. It is great! This would be a cost effective medium for food stamp refresher training (as well as others).
1	I personally feel that we should all undergo our initial trianings at hire and then be retrained after 1.5-2 years, to refresh our policy knowledge.
1	I think letting clients turn in late reviews and still be "expeditable" is a huge problem.
1	I think the deductions should be standard for those with hh expenses
1	I would change our resource allocation giving eligibility staff back some of the positions that have been allocated for TA related issues. While I usually dislike revisiting the past we might also consider some of the changes our agency has made in the last couple of years (no MRF's,prospective budgeting, the EOIP process) that were supposed to help in reducing our error rate and have not been shown to accomplish this.
1	I would like to see csed rep. back in the office, to act as a resource. Would like to see FS monthly newsletter back. In it they always had quick training quizes or policy tips, etc. that we could use as a training tool.
1	If we are given a managable caseload we will have the time available to question our own judgement and catch our own errors. You can't give a caseworker a casload double the size originally intended and expect mistakes not to be made.
1	if you are responsible for fewer cases and intake interviews you will give an et the proper time to prepare,process cases accurately. The pressure to produce is horrendous!
1	It may be helpful for staff to actually understand the fs accuracy rate reports/stats & understand how accuracy is related to money etc. Maybe a powerpoint presentation could be emailed or 2 hours at clerical & food stamp training...
1	lift the staffing limitation. Being an ET is quite stressful, give more vacation time.
1	lower case load size is first and formost. unless this is done there's nothing an agency can do to improve. you can provide all you want for us but if the size of case load continues to skyrocket the error will go on indefinitely. as i mentioned earlier, hire more 'real' line workers, eliminate management and upper management. this would allow available positions to do 'real' work.
1	Make all supervisors and lead workers follow the same guidelines and remove their "personal preference." For example, if a case is worked and you've made an error, but you catch that error a couple of days later and correct it, when that case is pulled for random review it should be either right or wrong, regardless of which lead/supervisor reviewed it. Some consider that an error, some consider it correct because you caught it prior to review. See to it that we have our supervisors/lead workers available to answer questions or help if we need it. Some of them are can't be found most days.
1	Make it mandatory for all workers to attend a Food Stamp refresher class periodically
1	Maybe some review training; training over the internet does not excite me a whole lot as I learn better by doing; the quizzes can be helpful and fun.
1	Montly report training.
	More blocked time to do work, less obligation to deal with issues in person that can be handled by phone. More responsibility put on clients to provide needed proofs instead of demanding help from us. Perhaps if there are good classes given by

1	experts on how to improve efficiency and create an efficiency-inducing workplace,mangement could attend and develop more ideas to improve the effiency and morale of the office.
1	more notices such as work statements that can be sent directly from sysops
1	more staff and lower case loads for ET's, better pay we are high stressed and not paid enough to want to stick around instead people just quit when they can't take it
1	more staff at the worker level, this agency is top heavy and middle heavy not enough worker bees.
1	No training.I really enjoy food stamps. I believe working more cases would be most the most efficient training.
1	none
1	none that come to mind
1	NOT APPLICABLE UNLESS A PLAN OF CORRECTIVE ACTION IS DETERMINED.
1	one on one case processing for new workers.
1	Organization and processing of cases should be standardized. Development of a standard process should be easy to develop if you ask the best ETs what their practices are. All ETs should be supported by supervisors immediatelyy after traing in the new process by case file reviews. ETs who have no errors should be congratulated. ETs who have difficulty with the new process once fully trained (still have errors) will need additional help to determine why they are not successful.
1	Our leadworkers must start training staff, auditing work and assisting with workloads when we get behind. Part of our error rate is not acting on changes within timeframes. When we approach deadline, we need assistance to make sure all the work is completed on time!
1	OVER TIME - If I could have the sense I could spend alittle extra time researching things, instead of getting bombarded day in and day out, I gaurantee my accuracy rate will go up.
1	peer reviews done, go over policy changes with the office when they change or any new ones once a week, have food stamp refesher course be mandatory once a year or every other year.
1	perhaps staff need a yearly refresher on food stamp policy. As a newer et, I have seen many "seasoned" staff that do not keep up with policy changes. If you sent them to a yearly refesher then those staff would have no excuse for their ignorance of policy. another bad apple that needs to be thrown out is this idea of "processing" behind another worker's intake interview. This has to be the worst practice imaginable. Getting a case that has sat for 10 days and you didn't do the interview? No two et's interview the same and many don't take good case notes or ask all the pertinent questions? This processing behind another person business is a disaster. At some point management has to wake up and realize that this is not a widget factory.
1	Policy and training need to work together. Program policy needs to be aligned. Supervisors need to genuinely believe in the staff. We continue to provide in-house training on the error trends (demh/income)and we still have the errors - again, maybe the policy needs to be looked at.
	Policy needs to be aligned. For example, ATAP/FS shelter deduction. The DEMH

1	is the most error prone screen - always has been and continues to be. Simplify shelter deduction.
1	Policy that is aligned and works together rather than contrary to one another. System automation where ever possible. Eliminate unecessary alerts. More agressive appeals by policy staff on errors found. Stop wasting time and money on things like magnets. Give employees a little credit for the work that they do. Managing through fear will not gain positive results.
1	positive support/communication from our director and current administration
1	possibly form a web page or some communtiation allowing ets to inform each other on their practices and share ideas with, even telling all experiences they have had.
1	Possibly have someone sit in with all the workers on a individual basis for half a day to watch practices and provide suggestions.
1	Put workers who care about people and the job in manager/supervisor positions. A lot of people in these positions now are retired on active duty or don't care, or act like they don't care, about the workers. Reward the people who do care and do a good job for us.
1	Quite often, people turn in information after the "adverse action" deadline. If it is income verification and they are over income, or if they have moved and have lower rent, we have to issue benefits for the coming month, then turn around and do a claim for the overpayment. This is a huge waste of our time and takes us away from doing other work. Nine out of ten clients, if asked, say they do not want to waive adverse action and take the reduced benefit, and would rather pay back the money. If a household does not report changes within the required ten days and we can verify that by a completed work statement or lease agreement or contact with the employer or landlord, we should be able to reduce benefits without ten days adverse action. It would save a lot of time for ETs and might make clients realize they really are accountable for their own benefits and actions. Lack of time is the one thing that makes our error rate so high. I don't want people to go hungry or be homeless. But the state won't be able to afford benefits if we have to pay huge fines because we have too much work for the staff. Putting the responsibility back on the clients would help them understand accountability when they find employment, also. That goes back to the earlier statement that cases should auto-close if clients don't turn in required and requested information by the due date. You're more than doubling the ET's work: they have to issue benefits, initialize into the next month, go back and put the correct figures in for the old month and then do a claim for an overpayment. Then, if the person is over income and the case should close, you have to close it. Let them auto-close. It saved the ET's a whole lot of time.
1	Refresher training for everyone doing casework is a must. Why not have one person in each unit, perhaps a ET III, WDS II, actively review ALL cases. Notify the ET's what they are doing wrong.
1	Remedial food stamp policy training for experienced staff.
1	Resource list such as landlord/employer listings on a database that can be cross referenced by addr or name or phone #. Would help assist in knowing you have reached the actual landlord. Have management attain and maintain the dividends for "all" the native corporations. It is ridiculous having all the ET's getting this info - what a waste of the Div time and the time of the native corporations. I have suggested this several times - the answer seems to be that no particular office wants to expend their precious clerical/admin staff to something that will actually help

	accuracy in the real world. New business cards for an ET is not that important.........
1	Rotate employees in a FS refresher course. I will be taking one since I have not had fs training since 93!!.
1	See above - and support regional managers to customize accuracy endeavors to the geographic locale. Placing positions where they can be optimally utilized. We historically have been shackled by political interests to keep position in rural areas regardless of the workload and available labor pool.
1	see above. Also, policy changes to occur less frequently. Training on how to read EIS payment screens. Training on how to effectively use all interfaces, NSTAR, INGENS, DOL, etc.
1	Share macros between offices. Show staff how to develop, use and share them. Simplify EIS medicaid system. Find ways to make they system work for us instead against us.
1	SLOW down.....yes, sighting the particular manual section for passing (or failing) an eligiblity criteria may, at first, be cumbersome and take more time...but it will almost certainly ensure that a decision being made is correct.
1	Some changes need to be made to EOIP - the caseloads are distributed too unevenly.
1	Staff Development and Training do a wonderful job with the initial training. Maybe more refresher classes and a resource person in each office.
1	Staff need more understanding about the system. For example income records are by client not by case. Erasing an income record erases it from other cases. Workers need to put budgeting in the case notes. Most notes say only that FS authorization was done for 8/03 or 9/03. Not much mention about what was countable income or allowable shelter.
1	Supervisor's lead workers continuing with case reviews even after the ET's have passed probation (2 sets of eyes are better than 1)
1	Teach staff how to use their caseload reports. An ETs caseload report is the best tool to have. If used properly caseloads are kept clean, benefits are authorized timely, and it keeps a caseload organized. The key to good, accurate casework is organization. Workers do not need fancy PCs and electronic tools. When we had enhanced funding we had dumb terminals, desk top calculators, hand written case notes, and higher caseloads. Fancy stuff does not make a good ET, in fact it causes to many distractions. Policy changes - simplify. Simple collateral contacts and documentation that is all that is needed. Not complicated formulas or getting "buy-in".
1	that is part of the problem the budget/ and staffing limitations. Too much of a load.Not enough people to work it. More training in the use of the regulations/policy/system changes.It use to be given in each unit by the sup. in a group.
1	The changes are mostly programming and we have the staff to work on it. There are other inside of the department that would help with this project.
1	The hiring of new middle managers would be a good start. Since this agency has become female dominated, serious consideration should be given to hiring some qualified male managers to help overcome this current "giveaway" culture.
	There are quite a few client caused errors that are affecting our error rate. I'm not sure how to fix that. See question #1 for suggested training. It would also help to be

1	able to go into future months to authorize benefits when there are changes that are not able to be acted on due to adverse action. Right now you have to wait until the 1st of the next month if the change will decrease benefits and it is after adverse action.
1	THIS AGENCY PROVIDES EXCELLENT TRAINING TO IT'S EMPLOYEES. IT WOULD BE HELPFUL IF POLICIES WERE LESS COMPLICATED. MANAGEMENT APPEARS TO BE AS "STUCK" AS IT'S WORKFORCE.
1	Time to update the on line "help" screens (the pf10 key). Hasn't been done in a long while and isn't current anymore. It's unreliable, yet many workers still count on it. Some codes we use in the field aren't on the help list, some that are on the list are no longer used. (And no, I can't think of a single one now that I want to!)
1	Time. Time to make sure I am processing the application correctly as described in the Food Stamp Manual.
1	Totally redesign the income/resources verification process. These specialized verification procesures can be applied to a large percentage of the caseload each month, targeting the high risk areas. The tasks can be done by a team specializing in obtaining the truth about household composition, exposing hidden income - resources, and the dates that income are actually received.
1	training in exp fs that is attached with the TA & ME. It takes a lot of time when there is no support of what you doing.
1	training on area's that are found in the quality assesment error's. Supervisor's in the office's should meet with individual ET worker to let them know if theres a tread (error) that they need to improve on, on their casework.
1	Training staff outstationed at each office these staff can assist with doing mini trainings on various fs issues.
1	Until the pendulum swings back towards the opposite direction...I believe the error rate will only increase with time. Now that pretty much the entire Division has been trained on being lacks with determining eligibility for accurate benefits - it will be next to impossible to get them to CHANGE their style in determining accurate eligibility.
1	We have once a week training meetings within our office, that help us TARGET specific policy issues, food stamps being a high priority at this time. T.A.R.G.E.T. representing >> Top Accuracy Rate Go Eligibility Technicians. Therefore, more in house training on specialized topics for other offices would help.
1	Weekly meetings covering different fs policies to keep us up-to-date and also refreshed.
1	when something changes that makes big changes in the way things are processed, include examples when you give out the updates such as ta and fs being worked differently for demh.
1	with prospective budgeting came the conversion factors-to assist staff in documenting their cases well it would be helpful if there were behind the screen worksheets like that of the "unie" screens. example would be-a built in calculator so all the worker had to do was load the numbers and eis would pull that data over=load it to the income screens,create the cano and generate a notice. we now know it is within eis's capability to do this as it was demonstrated with the pfd project. a huge timesaver when case loads are on the increase!
1	without increase in staffing I see error rates to be a continued problem

1	Work load organization and management. Identify which staff/offices have the lowest error rates and find out what they are doing right and replicate their processes and practices.
1	Working toward development of experts in food stamps...may need to separate the programs or have experts who've worked in food stamps for some time begin to do the reviews.

3. What do you think are the core causes of the high Food Stamp error rate?

#	Response
1	Combo intake workers who do not have enough grounding in FS process, doing initial case set ups on combo cases. Lack of time for maintenance workers to review new cases for accuracy. Prospective budget procedure options Alaska selected may not be the most efficient. Staff turnover. Lack of time control for line ET's, at least at the 400 Gambell office, in time management, control of interruptions, need for blocked time, to work cases. ***I apologize that this is not worded concisely, however, just taking time to fill out this survey, is stressful as I know it is taking time away from the stack of work in my in basket.
1	not enough time to grasp new programs:allow more time for the newer et's to become proficient in the program,review their work immediately to correct any errors and provide immediate feed back for training.
1	(Perhaps)too many cases per ET due to budget cuts.
1	- Insufficent standardization of expectations Division-wide with basic requirements or lack of sufficient safeguards to ensure compliance at front line level. - Pressue to process timely sometimes inversely affects accuracy. Sacrifice of accuracy for speed due to amount of caseload files assigned. - A lot of report of changes in specific cases that require ET to focus on a small number of cases in the caseload for exceedingly large amount ot time. - Absent caseload coverage for vacant or temporary missing assigned ET. These CARC's are likely to be neglected until they have to be addressed.
1	. staff turn over . work practice changes (for example EOI) . too many changes too quickly . Taking short cuts in Food Stamp processing (such as accepting client statement as verification of information needed to process cases and determine eligibility.) . ending MRF processing which required clients to report regularly and allowed staff to review each case monthly. . losing site of the need to maintain high food stamp accuracy during a period of excellence. Specifically following Welfare Reform, focus in the agency moved to TA and case management and away from Food Stamp accuracy. We kind of rested on our laurels during a three year period.
1	1) It would help to know what/where the error's ARE to be able to answer this question.
1	1) A system that is not well designed for the overall Alaska community and our highly seasonal economy. The current change reporting system is unworkable with the staff size resources we have available. 2) Too many changes in programs, as well as process, too fast. 3) Staff turnover and burnout. 4) Staff morale - I see co-workers seriously impacting their health by trying so very hard to make this work ~ then getting blamed for the high error rate. 5) Use of Outside consultants and Managers hired from outside DPA who make radical changes where they do not thoroughly understand the impact, then depart before the results hit the fan. The long term line staff are the true experts - they should always have a chance to

	critique major changes prior to implementation. We all thank you for a chance to participate in this survey. We have extraordinary people here who are dedicated to top quality client service and continuous improvement. Give us a workable system with adequate resources and WE WILL QUICKLY DELIVER RESULTS THAT WILL GET US ENHANCED FS FUNDING AGAIN. WE CAN DO IT! Answer to question #4 depends totally on how changes are enacted. It IS the system, not the ETs, that is broken.
1	1) case load too high. 2) prospective budgeting. 3) the push to get cases done vs have them late but correct.
1	1) Incomplete or false information provided by applicants, this includes unreported income of course. 2) Agency verifies only information provided by applicants and the applicantsown hand picked collateral contacts (provided by the applicants themselves). 3) The State puts the burden of verification on the caseworker who must of necessity split and allocate their efforts with non-accuracy oriented tasks. This is an absurd approach.
1	1) No time. 2) Caseloads that are too big. 3) Unsupportive management. 4) Lack of teamwork. 5) Low moral. 6) Budget cuts. (As it appears to me from the Gambell office)
1	1) not enough people to do the work thoroughly and accuratly. Staff shortage either to vacancies, illness, FMLA, etc. 2) clients not reporting changes. 3) staff burnout Unrealistic demands made on Eligibility Staff. IE. Higher case loads/less bodies to do the work. Low Moral. Staff concerned about not enough staff to do a good job, co-workers quiting due to illnes or just fed up with the work demands. Or, whether we will have a job or not. Staff concerns regarding how the public perceives us as over paid and not working hard enough state employees. Regarding question #4 it will depend on the changes that upper management enact's. Before changes are made, PLEASE get input from experienced front line staff. We are the ones who will know if a proposed change will be feasible or not.
1	1) not using the manual 2) being too specilized in our caseloads
1	1) Too many priorities. ATAP and Food Stamps have too many different procedures that seem to consume time and energy. 2) "This too shall pass" and "Don't worry it is always there" Staff have become conditioned to workloads that will never be caught up and cyclical change. This works against any sense of urgency and buy in to management priorities. 3) Lack of contact with our customers. Changes happen that we don't know about. 4) Contradictory priorities between programs. ATAP and FS have conflicting foci at times. Examples: discourage ATAP, encourage FS. HH comp versus MFU. Joan and Bob have done a wonderful job of aligning what can be aligned and highlighting what can't be aligned. 5) Cumulative information. I recently went thru FS refresher training and encountered something I was sure of that was wrong in virtually every major manual section. 6) Mental fatigue or enui.
	1)Improper planning for coverage for absences by employers. 2) coverage files given to employees to work "Yesterday" when they could have been given out earlier with more time to work on them. 3) inflexible administration who always seems to think that this is the way it's done so that's the way it should always be done. This is closed thinking. Perhaps the rules for food stamps should change. I see too many people who have way too much being too eligible for food stamps under the present system. People are encouraged to blow thousands of dollars in pfds monies rather than invest. So they buy,buy,buy and still are entitled to food

1	stamps help after being so unwise with the money they did have. 4)Irregular reviews. Regular reviews are needed not last minute reviews to get an evaluation done. Accuracy rates can be varied depending on how they are done. 5)Penalties aren't high enough for not reporting income. Stiffer penalties for not reporting income. That way people will be more inclined to report all income even small amounts. 6) Negative treatment of employees. Supervisors are not given any money for perks for their employees. These perks could be a small certificate to a local store, a rt ticket into the big city etc. It's amazing the quality of work someone produces when they feel valued as opposed to feeling dumped on day after day. There certificates could be given out for the et who does the mose cases that week, or the et who did something out of the ordinary that week.One company I worked for gave out little certificates for one time for attendance. That was different people can get perked and people try just a little harder.
1	1. Caseloads that are toooooo big. 2. ET's rushing thru their work. 3. Inexperienced ET, and new ET's who didn't get enough training during their first 6 months (FS program) and more training on how other programs impact FS. 4. Not enough training and not enough case reviews done a few supervisors do the required number of case reviews, but several others do not do the required number of case reviews, due to other projects and priorities. Case Reviews must happen.!!! 5. ET's still don't document how they calculated income and verified expenses. 6. Et's haven't learned how to do the basics of interviewing and asking the follow-up questions. Like when expenses exceed income and they don't ask the client how they do that?
1	1. lack of support for those who authorize benefits (case workers) from local field supervisors. This lack of support is causing low morale which sometimes precipitates in high turn over. 2. implementation of prospective budget.
1	1. Mis-aligned and confusing policy. 2. Emphasis on speed rather than accuracy. With current caseloads speed compromises our accuracy. 3. Turn over 4. Negative perception of quality assurance and case review process. 5. Eliminate duplicative tasks on a case. For instance, numerous notices must be sent to a client explaining what we need to process a case, however we often must send at minimum two notices to the client if they fail to respond.
1	1. The Division has already taken a step in the right direction by involving staff in the error rate issue. There have been many changes over the years, and FS accuracy rates may not have been perceived as important as other issues at various times. Prospective budgeting, EOIP implementation, and emphasis on the TANF program (i.e. participation rates, etc) have all played a part in the error rate (either causing confusion or directing attention away from the FS program). EOIP should help improve FS accuracy now, since caseloads are more specialized. 3. A change in mindset is due. We don't have to wait for a person to report a change. The Division has an obligation to ensure the cases are as correct as possible. If that means calling the client every 2 or 3 months for an update, then that should be goal, if not an expectation. 4. The Division must continue to put emphasis on FS accuracy rates, and make supervisors and workers more accountable for case accuracy.
1	1. We were aware there would be a drop in the accuracy due to the transition to prospective budgeting. Then with the EOIP implementation another ajustment period was required for workers and I think the FS accuracy did not have a chance to recover. 2. I think caseload sizes have had an impact on accuracy. I believe workers tend to sacrifice accuracy for timeliness when both cannot be achieved. 3.

	Staff turn over.
1	1. Different policy for differnt programs. 2. High turn over w/staff. 3. Excessively high caseloads. 4. Current change reporting system.
1	1. High caseload/workloads. The FS caseload per ET is at an unreasonable level. High caseloads makes it nearly impossible to get the work done at all, let alone getting the work done right no matter how much streamlining and tweaking you do. 2. Constant Changes in the way we do business, also plays a part in errors. We just get comfortable and stable with one change and then WHAM we end up with another major change on our plate. We can only absorb so much change before we crash. 3.Constant daily interuptions in the work day. 4. Absenteeism due the stress of not be able to get your work done. Working in constant stressful situations brings on sickness which results in absenteeism.
1	1. high caseloads 2. EOIP 3. turnover 4. vacancies 5. low morale (morale could be helped in part if the Fair Hearing Officer followed the same rules we must follow). Also, establish a petty office fund so employees don't have to use their own money to purchase required money orders, etc, when clients turn in money for repayment.
1	1. It may be us. Most of us were glad to see the end of the monthly report, but maybe from a client view, it may have been taken as "don't bother us". 3 month cert periods should fix a lot of that. 2. The myriad of rules associated with the FS program. If that wasn't bad enough, they keep changing. We are now up to change 12 on a manual that was completely re-done in 1999. 3. The FS program reminds me a lot about the old joke for determining first down in a football game. The officials throw the ball all over the field, but measure first down with a micrometer. The intense detail of this program requires a client base that not only knows all the rules but is willing to report the changes in a timely and accurate fashion.
1	1. offices our understaffed 2. Huge caseloads resulting in high turnover and increased errors 3. inexperienced eligibility technicians 4. failure to review quickly and consistently new ET's work.
1	1. staffing limitations, this office has not rehired the last 3 positions which has increased workloak on ET's-people are taking shortcuts and it is showing in the accuracy rate. 2. people due to not enough time are missing items that are pertinent to the case that are in the casefile. 3. poorly written case notes. 4. for several years now upper management has been changing direction// one year the focus is accuracy which causes the timeliness to suffer so they switch gears and focus on timeliness then the accuracy suffers. we have just come off a year of focusing on timeliness thus the accuracy is low. need to focus on somehow improving upon one without the other one going into the toilet. 5. it was an expectation for accuracy rates to initially drop when prospective budgeting was introduced and then go up , need to find core reasons it is not going up yet.
1	1. There have been too many changes in operating procedures and policy in a short period of time. There needs to be a period of stability to allow employees to develop routines so they can be more efficient. 2. Hire more workers. Caseloads are high. As a result, workers do not have enough time to adequately review cases.
1	1. Too much emphasis on TA related issues. 2. High turnover of line staff. 3. Too much moving of cases around from ET to ET. I know this happens alot in Central region.
	1. Worker interruption, the high volume of telephone calls is very disruptive. there should be a call center, this has been talked about for years but always pushed aside

1	because of money reasons, at some point it needs to be dealt with. Simply putting your phone on call forward and calling them back at the end of the day does not work. They call the supervisor or the manager or the Governor's office, then you have either one or all of the above interrupting you. Telephone calls take time, you have to pull up the case to see what is going on, then go back to the previous case. It takes a lot of time. 2. I think the monthly report forms provided more accurate information. I don't think the people that developed this policy realized the amount of change reports it would generate.
1	1.Personally, I heard of non-cooperation between internal social workers, labor personnel, and eligibility technicians. ET's sometimes have to change policy to meet the objectives of social wks and supervisory personnel
1	1.prospectively budgeted earned income. 2.insufficient uninterruped time to accomplish our required duties. 3.case reviews not being completed timely by our supervisors to point out to us, the areas we need to improve upon. Personally it has been over 1.5 yrs since I have had a case review by my current supervisor. The error rate will be about the same unless we institute changes immediately.
1	3. Seein’s you asked: A: The main cause of the current error rate is the agency trying to turn e.t.’s into social workers that are more concerned about completing getting-people-to-work requirements rather than determining program eligibility. B: The fluctuation of focus and purpose within the agency has gotten the e.t.’s so disoriented, that they have forgotten the fact that they were hired to simply to determine whether a client has meet the eligibility requirement. C: Although the Mandatory Monthly Reports (mmr’s) were a royal pain to process, it at least enabled the e.t.’s to keep tabs of potential candidates and cases for errors. It reminded the clients that they had to tell their e.t.’s what was happening in the family household on a regular basis. D: The idea of paper elimination has been out done by the creation of additional paperwork involved with each household by all the agencies and activities involved with tracking work requirements for ATAP, so if anything, the paperwork has double, at least. Without changing 3B and 3A, the error rate a year from now will be: the same if not higher.
1	A. COMPLEXITY OF CONGRESS PASSING LEGISLATION THAT INDUCTIVELY MUST BE ADDED TO THE RULES AND REGULATIONS OF THE FOOD STAMP PROGRAM. B. THE PAST ADMINISTRATION PROMULGATED THE CONCEPT THAT AN APPLICANT OR RECIPIENT SHOULD HAVE ONLY ONE WORKER FOR ALL PROGRAMS. THE CONCEPT OF A “ONE STOP” ELIGIBILITY WORKER IS FERTILE GROUND FOR ERRORS. I WOULD NOT EXPECT MY G.P. PHYSICIAN TO PERFORM A FLAWLESS COMPLEX SURGERY ON ME, NOR WOULD I RETAIN A FAMILY LAW ATTORNEY TO REPRESENT ME IN A CRIMINAL MATTER. THE VERY NATURE OF THIS PHILOSOPHY REDUCES SPECIFIC PROGRAM KNOWLEDGE, AND INCREASES THE LIKELIHOOD OF PROGRAM ERRORS. C. NON COMPATIBILITY OF STATE, FEDERAL AND NATIVE ADMINISTERED PROGRAMS. A FOOD STAMP CASE MAY HAVE INCOME FROM APA, SSI, SSA, V.A. ,BIA, TANANA CHIEFS ASAP PROGRAM, ALASKA NATIVE LAND CLAIMS SETTLEMENT, CSED AS WELL AS A PLETHORA OF OTHER SOURCES AND AGENCIES. SOME DETERMINE BENEFITS RETROACTIVELY (SSI, TCC. ASAP, VA), WHILE OTHER PROGRAMS SET OR BASE A CLIENT’S BENEFITS ON PROSPECTIVE INCOME. THERE IS NO COMPREHENSIVE AND

UNIFORMLY ACCESSIBLE DATA BASE.

1 ATAP- this program eats up way to much time and resources and is a minor part of the caseload. Separate this program from FS and ME. Creation of the WDS class which is a class of employee that is not really casemanager and not really ET, yet fills a PCN with a very small caseload causing ET caseloads to rise. End this job class and contract out all case management services. DPA needs to get back to the basics and cut out the fluff. Creating a mentality that caseworkers need to know the details of a client's life which leads to 1.5 - 2 hour interviews. An eligibility interview should last no longer than 30 minutes, get the income, resource, & HH comp information and be done.

1 case loads are too high and employees lack support from management. we are expected to do the work of multiple workers on stagnant wages. many would rather take their valuable experience elsewhere (often for higher pay and better working conditions) than continue on in this division.

1 Case loads too high and amount of personnel too low. Low morale and motivation because of belief that the impossible is expected, and the belief that more cuts are coming, yet the public percieves us as overpaid, lazy incompetents. If it were possible to get some pubicity, such as a newpaper article, showing the public how hard many of us really work, and how much we have already given up due to cuts in years past, it would improve morale immensely.

1 case overload, trying to meet deadlines, caseworker burnout The Sate needs to recognize that more workers are needed.

1 Caseload size

1 Caseload sizes and staff burn out.

Caseloads have become increasingly complex. The more successful we are in our goal of assisting clients toward self-sufficiency, the more error-prone the cases become. ATAP policies regarding work activities and penalties, and the involvement of contract case managers, has increased the interaction and agency cooperation required of ETs. The higher number of working clients also adds to the complexity of cases, since cases with multiple sources of income are always more difficult to process accurately than those without income. The number of Food Stamp cases with earnings and multiple sources of income has increased dramatically, and each source of income adds to the complexity of the case. The shelter deduction policy is also cumbersome and error-prone, as well as time-consuming. CONTRACTORS: A great deal of our work services activity is now handled by contractors. While this may decrease the actual work activity involvement by ETs, it has drastically increased the interaction we are required to have with others outside the Division. Every decision made by a work services contractor that affects eligibility has to be analyzed in light of program policy. All actions must comply with policy and process; referrals take time; penalties take time; case closures take time. Every case that closes now has to be evaluated for ongoing work services, child care eligibility, categorical eligibility (FS), transitional medicaid, etc. Contractor reports often provide data that doesn't agree with the client's reported information, and it takes time to collateralize and verify the changes. ETs are now liable for information entered into EIS CANOs by contract case managers, but the information may not reach the ET so that appropriate action can be taken on the case. TRIBAL FAMILY ASSISTANCE: Cooperative agreements with Native entities administering Tribal TANF also increase FS case complexity. Most Tribal TANF clients also receive FS, and the cooperative "no wrong door" agreements with these entities means that we share applications, reports of change, verification, etc. That means that someone else in another agency needs a copy of every relevant bit of information we receive on cases we have in common. Every telephone conversation reporting a change or providing information must be documented and passed on to someone else; every employment statement, rent receipt, etc. must be copied and forwarded to someone else. This adds an incredible amount of time and paperwork to the ET's workload. Additionally, in these cases the client's cash assistance information comes from another agency, sometimes not timely or accurately, and must be documented. Penalty information is not accurate, prospective determinations not always available. All of this adds to the increased possibility of error in associated FS cases. ONE STOP JOB CENTERS: ETs in Job Centers are now called upon to have knowledge of and participate in the activities of the other partners in the Job Centers. We need to be able to show clients how to access available services, use the job service/employment network, make on-site referrals, participate in workshops and other services. We are also expected to share equipment and facilities, which calls for compromise and sometimes means adjusting our schedules and work patterns in ways that do not best suit our work duties but meet the needs of the Job Center. INTERFACES: We now have access to DOL, CSED, INGENS, Social Security. It's great having access to all this information, but it also puts a burden on the ET to investigate and document all the sources and individual information. Some of the interfaces generate multiple alerts that are meaningless and take time to check and eliminate. The core cause of the high FS error rate is ET caseloads that have increased in complexity and volume, demanding a greater skill and knowledge base. The only thing that hasn't increased is our compensation. **1**

1 caseloads too high for caseworkers to be able to take the time to properly gather documentation and verification. Time and work keep workers from following through on the 'detective' work.also, if clerks were made aware of what they could watch for we would have a second set of eyes catching some things before they become errors.

1 Change reporting by clients (i.e., gets new job, moves, does not report change in rent or living situation ect.).

1 Changes in agency priorities. Changes in focus. We need to get back to timely accurate benefits based on policy - not processes. We seem to invest in processes rather than good old fashion case work.

1 Changes. In the last 5 years we have had constant policy changes. We are budgeting differently, eligibility has changed as we are requiring people to work, so their are many more income changes. This is also a transient population, which means they move quite a bit which creates even more changes. We just get used to one change and then another one comes in. We used to be one of the higher states for accuracy, maybe we need to go back to whatever method was used at that time.

1 Chaos and lack of leadership at the highest level (past and present)

1 client failure to report changes, failure to act on changes timely, policy differences on the shelter screen, continual policy changes,

1 Clients not report ing major changes ie: unin/eain income. h/h comp.. Staff not double checking/taking the time to ask questions to the pi on the case for information. Staff need to really look at their cano's before entering it on EIS.

coding errors; having to work ta one way and fs the other; client's not reporting

1	timely; 10-10-10 needs to be abolished and cases changed as changes occur - this 101010 can be confusing and may give out too much in benefits; and if client's report late, op's should be allowed more than they are due to 101010.
1	Conflicting information from supervisors/lead workers, no time to process cases accurately, I feel that we moved into prospective budgeting/mrf-less w/o good training and back up training once we got started, too few staff. It was always expected that with the new manual, change in prospecting benefits and going mrf-less we would take a dip in accuracy
1	Constant change to quickly. Not enough time to work through one before starting another. Staff turn over - not fully trained. Understaffed Minimum qualification of an ET position are too low, should require either a degree or other related work history substituted on a year to year basis.
1	Constant staff turnover,numerous policy changes to keep abreast of, & constant changes the agency and staff have had to implement: Welfare reform, intergartion of case management and Eligibility, going mrf less, EOIP (which was not adequately staffed to begin with in at the exspense of the Gambell office), case management now being contracted out, another pending reorg. of EOIP....I am sure there are some projects I have missed. Most staff left for higher paying state jobs with less responsability and less workload! ETs are underpaid, over worked and constantly understaffed.
1	Core cause? I believe there maybe many reasons but I do have to be honest and question our hires/promotions - ET's have intense positions which take alot more than a college degree - it takes the ability to focus, regardless of the environment around you, it takes time management, organizational skills, COMMON SENSE! We need to hold people accountable from the clerk level on up to the supervisory level - which I believe we have strayed away from. I beleive we have a lack of consistent case reviews. We are seriously lacking in strong working leadership - what I mean by this is when I started 9 years ago the supervisors and lead workers worked just as hard as the line workers - if the team was behind on their work they took cases and plugged away. It does not only allow the supervisors to see how the workers are doing, but it places them back into the reality level of what staff are facing, keeps them abreast of weaknesses in a persons work and it shows their staff they do understand where they are coming from and are and it builds a strong respect and repore - we see very little of this today. It's easier to delegate than to be an active participant. I just do not believe this sets a strong incentive for line staff to work harder, be more accurate. When the team is drowning instead of monitoring peoples activities they need to bunker down and help sail the ship!
1	decreased staffing, increased cases/changes to act on , eiop reorganization focused on atap took away our focus on fs which pulled our stats down
1	earned income calculations-see number 1 for sugguestions on how to improve.
1	employee stress over high case loads then quit which means we have to hire new et's which then takes 1 year to train, if caseloads were balanced better with more staff the stress level would be down and people wouldn't just leave and better pay would help with hiring and people would stick around longer in the good times and bad
1	EMPLOYEES RUSHING WITH THEIR CASEWORK IN ORDER TO MEET THE REQUIREMENTS OF HIGH CASELOADS.RULES OF OUR AGENCY CAN BE DIFFICULT TO UNDERSTAND. EMPLOYEES ARE ASKED TO DO

	VOLUME WORK WHILE INCORPORATING VOLUME RULES THAT CONSTANTLY CHANGE.
1	EOIP. There was a lot of confusion and inequitability of caseloads and this causes more errors. Having high stress during the change would have caused some problems to increase. Not enough reviews have been done. When you take one case and it has an error rate... well, that's part of he problem.
1	First: There just isn’t enough time to do everything.(ie intake, maintenance, field phone calls, reassure the public, submit weekly statistical reports, attend meetings, absorb multiple and ongoing food stamp, atap, Medicaid, gra, gm policy changes, office procedural changes, coordination with case management. Spreading everyone too thin. Ok so I don’t have a lot of time to really think these answers through or spend a lot of time on this so some of this may be "spotted" thinking, but I have to get back to work : -) Repeat after me….. I love my job, I love my job, I love my job… oh, and question "4" is only true IF we dont get some structure in our agency that gives us the chance to be accurate again.
1	Forgetting the cash affects FS and lack of understanding 'Period of Intended Use.'
1	Heavy work loads, hurrying up to get things done in time.
1	high case load size, lack of support from management. they continue to harp on the error but don't do shit. they say they listen but blow us off. supervisors and management need to do the actual work. the only thing they do is complain, write reports and attend meetings. also another problem is we tend to pass cases from worker, offices which creates a high error because it doesn't matter how it's worked because it will be someone's else problem. needs to explore more fraud rather then let it go.
1	high case loads and clients not reporting on time.
1	High case loads, people rushing to get the work done, not enough attention to detail as there should be. When I did case work, we had WORK TIME, which meant no clients, no phone calls, no interruptions. It was amazing how much work you could get done and how you had time to review what you had done that day. This could be a couple of hours one day a week or perhaps one day a week. Not only did we get our work done, with less errors, it also let workers know the agency cared about them and their stress level. Unless something is done, now and it is dramatic, nothing will change.
1	High caseloads. Long time staff that were previously used to retrospective budgeting not quite getting the hang of prospective budgeting. Clients not reporting changes timely are also part of the cause of these errors from the reports I've seen. In one month 60% of the errors cited for our office from QA were client caused.
1	High turnover Vacancies caused by turnover. Inexperienced staff. High caseloads due to vacancies and turnover. Misapplied policy.
1	High turnover in staff; Seems there are many more jobs out there that pay more for a lot less stress.
1	I believe it is a training issue. Once the initial food stamp training is complete, we need to follow through with the extended training, one on one. When ATAP is added, then more work has to be done because the two programs don't align and confusion ensues. When good time mangaement isn't incoporated into training, and then practiced we once again lose accuracy. We may need to look at the quality control end of this issue, also. Plus, policies need to be aligned in programs.

1	I believe that specialization is one of the main causes of the high error rate. Let me explain: It used to be that 1 worker handled almost all the different programs for a household. Now, a household could have 3 or 4 workers handling different aspects of the households public assistance. You have a worker for the TA/FS case, another worker for the Medicaid. If Grandma lives in the household, you have a worker for the Adult Public Assistance. And the household may have children receiving Denali KidCare - once again, a seperate worker. The FS Allotment is affected by the amounts of the cash assistance. And each program has common income that affects the other program. The ET authorizes the FS with no income. And is finished with this for this benefit month. However, the AP or Med worker comes along on case B and enters income for a client on case B. Well, this client is also part of the FS household for Case A. Since A and B are different case numbers, the FS benefit is not deauthorized and unless the worker for case A learns about the income and possibly about the change in the AP benefit amount, the FS allotment will likely be paid the wrong amount. Clear?
1	I believe the constant report of changes greatly effect the accuracy rate. The more often a family reports a change in a month the greater the chances for an error.
1	I don't know the exact time period that this was based on, but I feel that EOIP probably had a big impact on this. In our office the change was made in 1/03 in the midst of our busiest time. As I stated before, I feel that EOIP caused a huge difference in the caseload distribution. The caseload is now distributed very unevenly. Some workers have very high caseloads while others have small caseloads or virtually none (some days our fact finders have nothing to do). EOIP is focused more on Temporary Assistance and not the Safety Net programs.
1	i see new workers being given food stamp only cases when they first start out..thats fine...as long as the cases are reviewed....if they are not...it is not fine...
1	In our office, at any rate, the problem is often due to applications being received from other offices that have not been worked or even registered prior to being sent to the APA office. Occasionally, these are expedite cases that have already gone out of time frame. But since our office, and our region, have relatively low error rates, I do not have very much exposure to FS errors, and therefore don't have much input on what causes such errors.
1	Inacation on information. I speculate that there are two primary reasons we fail to act: 1. poor organization & practice make it difficult for some ETs to respond to every alert and 2. ETs are not always aware of information placed in CANOs by other workers and so do not know to act. My suggestions above address the 1st. I think education of Work Services staff about what ETs need to be alerted to and requiring that they set alerts and/or send emails is also important.
1	inadequate staff to work all the case changes/reviews-empty caseloads with work shuffled in between other worker's own caseloads - openings that are on hold to be filled - fill or delete - but keeping caseloads hanging creates more work in the long run for the remaining caseworkers
1	Inappropriately high case loads, and inexperience
1	Inconsistent office policies and resource staff who are new themselves. In Anchorage, which is the only place a person can move up the feeding chain, ETIII's and ETIV's have very little eligibility experience themselves. As long as this agency prizes (in the form of salary) the computer nerd and the middle manager more than the ET, we will not be able to keep seasonsed staff in eligibility

	positions.
1	Insufficient case reviews. If someone is unaware of their errors, they cannot correct them.
1	Lack of bodies to do the job efficiently. Not enough hours in the day to complete all changes, Recerts, Reviews, phone calls, and the most important one is the ETAL screen. At the current rate the error rate will remain the same but I hope it goes down.
1	Lack of empowerment at the Field level - a prior focus on "spend the money" rather than solve the problem. Regional Managers being directed to act rather than involved in system and operational design.
1	Lack of the Supervisory staff to meet their responsibilities in conducting ongoing case reviews. It has been over a Year since a supervisory staff person has performed a review of my cases!
1	Lack of verification of information. Many cases with changes being on auto-roll.
1	Large caseload sizes and employee retention are key issues. It takes so much time and money to get an ET fully trained, if we don't make DPA a place they want to stay, we're losing a ton of money and losing knowledge.
1	Let's be serious. Clients aren't always truthful, our maint. workers are almost at the point of screaming again, our intake workers are constantly busy (there is not enough time to help out maint. workers unless it is scheduled), we undergo changes without having input in them (eiop)and get emails from the esquire above chastizing us while meaning to challenge us into an unreal production/perfection rate. And so, in my opinion our accuracy rate is abyssmal because we are holding open slots for workers and we aren't holding open slots for clients. It is the classic story of too many people to help and not enough people to help them.
1	Mis-management of skills. Instead of using the strengths each ET has, ET's are thrown a variety of tasks in each case. I believe error rates would decrease dramatically if case loads were split according to tasks. Being in the waiver unit, I would like to see those with years of expereience in trusts work trusts, food stamps going to individuals who enjoy the challenge, etc.
1	Mixed messages thru the years about what role accuracy plays in case processing. Between child care provider set up and payment, case management and every other role that ET's assume, the importance of accuracy may have become muddled. 3) Village clients do not see the importance of reporting changes. At lease with a monthly report we had something to clue us in.
1	Monthly report forms no longer required, E.O.I.P., E.T.'s getting burnt out.
1	Most energy/attention has been placed on the ATAP program and as a result not enough attention was put on the FS program. This has caused a decline in our accuracy rate
1	No monthly reporting, too many hands working one case, not enough back bone in supervision.
1	no reporting on clients part.
1	Not acting on changes reported.
1	Not acting on changes within reasonable time. Not asking the right questions to clients, inorder to get accurate information Sometimes changes are reported, but ET's did not take action.
	not enough et II's to do the job. et's are seeing the growing rate of concern about

1	low morale and high caseloads, and leave to another job.
1	Not enough ET's to cover the case's. You cant have timeliness and accuracy with the case loads your expecting ET's to carry.
1	not enough help for new workers, who are the bulk of workers working FS cases.
1	Not enough time for lead workers or supervisors to sit in with workers and provide organizational or time management techniques or to complete case reviews.
1	Not enough time for the amount of work that's on our plates. An misrepresentation of how much activity really goes into processing a case or an application. A dual standard about "customer service" and mis-use of the term. Duality exits when it's demanded for clients but not given to the staff who is giving their all. Hostility from some supervisors when expectations aren't met. No integrity in the hiring and promotional practices of the agency causing low morale with a lot of lower level staff. Not enough workers in all job classes. Client's circumstances are becoming highly complicated and no time allotment has been made for this drastic change to case processing. Case processing itself has become more complicated and the expectation is to process at the level we could process in MMR days. It's mentally strenuous having to think, How does this issue apply to Program A? to Program B? etc. Because of this, we do slow down. An unreasonable expectation of meeting both quality and quantity. At this time, one is sacrificed for the other. Individually we make the choice of which to practice...then we're damed for either choice. We need the staff to be able to meet both. PS: I sure didn't like the tiny window given for this survey. It didn't give much visual space to review what and how things are phrased or typed. So excuse poor grammar and/or spelling errors.
1	Not enough time to properly work the cases with the resources we have available.
1	Not enuf time and screwy regs. The clients have more "rights" than we do. The Div is always wrong. Past Div mentality was that a very small percentage of clients lied on thier cases. Now that they do not report each month they do not have to "lie" on the reports they can simply say they forgot to report the change. Yet QC finds the error and poof - we are dinged.
1	not having to look at the case each month.Many mistakes missed are found by relooking at a case. much like it was when we had intake and maintenance. Two sets of eyes looked at the case and reviewed it.
1	not reviewing the changes in hh. Not returning calls. over looking info with app. Questions not asked when interviewing.
1	Our core performance measurements of the past were quality and timeliness. In 96 it changed to getting clients off welfare. Basic processes were reengineered over and over with emphasis on putting people to work.
1	Poor training of Prospective Budgeting; multiple changes on top of Prospective Budgeting change; increased caseload size; lots of new staff; case reviews on seasoned ET not being completed due to numbers of 100% new ET case reviews required (these are needed to train new workers)
1	Poor work habits, lack of adequate oversight and supervision.
1	Pro-budgeting started things rolling. Some individuals have a difficult time with change. (simple as it can be) EOIP really shook things in Fairbanks up.... I see us transitioning now (FINALLY!) and people are starting to see 'light' at the end of the tunnel. Unfortunately, the customers have had to endure these changes too. Personally I think were getting back on track - although I will divert back to

	caseload equity. There is no reason that one team (ATAP) should have 100 fewer cases (per ET)than another (FS). The split of teams is a great idea - but we really need to consider equity here.
1	prospective budgeting , lack of client reporting of demh & hhc changes
1	Real-time information adequate resources to process information.
1	Rushing all month long to get benefits out timely. After a few months we suffer burnout (sick leave) which in turn creates more work for co-workers. There is simply not enough time to do all that is expected of us, no matter how much we want to and try to comply.
1	Rushing. The demand does not meet the supply. Workers rush thru their work and are less productive then get burnt out because they don't have time. Client calls are very high and paperwork can be streamlined to incorporate online forms to send to cl. Normally if we add a person, we must gather a 7 page packet together, handwrite and envelope, then mail, and a pend notice sent. Why couldn't it be all done online that we could send these packets automatically with csed forms, or med forms, etc..... The notices are too abundant and I believe some of the wording needs to be reworded by an eligibility person who knows what to say to clients. The coding can have the policy rules behind it like policy in f3 to incorporate the policy so we can cut & past to give to cl in notice or to be sure we are correct in that coding needs to be reviewed. But all and all folks are overwhelmed with paper trail and multi-tasking and lots of interruptions which can cause a person to go out of focus.
1	See response in #1 above.
1	Shelter expenses, continued program changes, seasoned employees.
1	Shelter issues and anticipating earned income. I have also seen that many staff do not have the sense of urgency that some of us "old timers" grew up with in the Division. Supervisors should have the old monthly conferences with the ET's - I remember somewhat dreading these, but I was able to work on my problem areas (with the support of my Supervisor) and also receive the "pat on the back" that this Division does not freely hand out (with any meaning behind it). I started with this Division when we were, I believe #2 (highest error rate)in the Nation, I know we can bring it back down to one of the best in the Nation!
1	Slam dunking cases do to staff issues and shortages. Plus the process more complex and cumbersome then ever and not taking advantages of Federal waivers. How are the other states doing it?
1	Staff turnover, changes in how we do business and a perceived focus switch away from case accuracy,
1	The change in policy from monthly reporting to 10 change reporting has had a great impact on the accuracy rate of cases. 60% of my clients do not report changes I generally do not discover them until recertification time, if ever. A return to monthly reporting were the client was required to make contact would help improve accuracy. This is what we were doing when we were the best in the nation.
1	The Division's failure to make quality work a priority. Management and staff have not been held accountable.
1	The reorganization within DPA with EOIP. Many workers were overwhelmed with the change in their caseload size, while others in the office have no caseload to maintain. Therefore, same amount of work being done by fewer eligibility workers.

	Too much emphasis on Temporary Assistance clients versus food stamp clients.
1	There are too few ET's to handle the ever growing caseloads. As for the question below, I think the rate can only become "higher" if there are not more trained ET's and the Governor or someone doesn't get real estate prices in Alaska under control, so that fewer people will be in such dire need.
1	There is too much to absorb in fs training and most workers cannot possibly remeber everything or absorb all the information we are given. Then when they go to apply what they have learned, if they did not learn it properly the first time, they practice it the way they remembered it, even if it is incorrect. I feel that one on one training for new workers would help immensly. also continued fs training.
1	There isn't enough staff to handle the current workload. Part of the problem is because there are errors when a case is set up and it is very time consuming to correct. If these cases were set up correctly to begin with, it would be easier to handle the caseload. There are also too many people touching a case. We need to go back to an intake/maintenance model. The worker that does the intake actually processes the case and does the ongoing maintenance. This system gives the workers a sense of responsibility to their caseload. Rather than just "giving" a messed up case to another worker to get it off your desk.
1	These programs (TANF, Food Stamps and Medicaid) are difficult programs to grasp. Newly hired Eligibility Tech's are thrust into these programs and expected to learn the rules and regulations quickly and accurately or else.... They are trained in the Food Stamp program and before they can really get their feet wet and feel comfortable they are sent to training to learn another difficult, complex program such as TANF or Medicaid or APA. My feeling is that these new workers have not yet gotten comfortable with the Food Stamp program. Also, they must have at least 3 Federal programs down pat at the end of 12 months in order to be promoted. If not they can be extended for a period of time but must meet acceptable levels of accuracy and timeliness or are terminated. 12 months to learn 3 highly complex programs quickly and accurately is unrealistic. The agency has a lot of people who are "a jack of all trades but who are masters of none." If someone wants to be a "master" of the Food Stamp program and remain at the ET I level, let them. When they feel they are ready to move on to other programs and get promoted to the next level, they will know. The current system is forcing people through training too fast, burning them out resulting in turnover and those remaining are not the "masters" of any of the programs.
1	Too Few Experienced ET's / No overtime
1	too high case loads people rushing, ghost income on the eis systyem
1	too high of caseloads and having to keep up a high process rate and relying alot on client statements instead of hard copy proofs.
1	Too high of caseloads and not enough experienced staff. The ETs are trying to keep their heads above water and don't have the time to do a really thorough job.
1	too high of caseloads. teams are too large for supv to give the attention needed to new et staff
1	too many cases, too little time. Clients not reporting! Need penalty for not reporting timely.
1	Too many issues/procedures/extraneous agendas not related to Food Stamp accuracy distracting from the core eligibility time and thought process. This is one facet of a mulitiude of additions to the ET's "plate" over the last few years.

1	Too many managers, too few qualified workers. The current system of layered, ineffective management has to be overcome. If the state does not address the lack of qualified workers, it will pay more than penalties for food stamp errror rates. The state is allready experiencing a loss of workers due to the quality of supervisors that have been hired over the last few years. This trend started with the previous Chief of Field Operations pilot program of minimum verifications and has steadily declined to the error rate that we now experience.
1	TOO MUCH WORK! I also think that it may be helpful to have intake workers/maintenance workers: why? because when you have 200 people in your caseload you want to get intake done as quick as possible to get to your maint & vs versa.
1	Too much work, too few staff; too much difference in Federal policy and DPA policy; too often, the personal preference of the lead worker/supervisor determines how you work your cases. Policy doesn't always have much at all to do with it. Every day we are pushed to do more and more, and told we aren't meeting expectations because we can't keep up. There is only so much work a person can do in a given amount of time. That is a fact, regardless of what the state budget looks like. And we've been pushed to do so much more work than we're capable of that the quality of what we do complete is awful.
1	Turn over in staff & constant shift in focus (ie, food stamp accuracy today, the newest fire tomorrow.
1	Turn over of staff. New people need more training and make more errors. Fact of life. We MUST invest in our people and try to keep our most experienced people. We stress customer service but managers don't take care about our own people and the workers move on to other Divisions.
1	Turnover. We also had one staff member who has chronic illness that has kept her from being able to be consistent, etc. There are also many individuals who seem to have personal issues effecting the time they spend on caseloads. When you come to work, you work and leave personal issues to be dealt with on break/lunch, or take leave rather than disrupting your day in which accuracy is a must. We also need more staff. I feel if we had more WDS positions, rather than case managers and et's it would be more productive. It would take away ESS positions and give more cases to WDS positions
1	unmanageable case load numbers; new and inexperienced staff; historical lack of solutioning and action planning from FS policy on the problem.
1	Unreported income
1	volume of case to et's. and having to rush to get benefits out on time. we need more et's and less case managers. if we have positions being filled by workers who can not do elig why not change those positions to et's.
1	We are using the EIS system that is not user friendly. I believe it to be the "core" cause of errors.
1	When we tweak the system we often seem to see how it effects one part of one program. This is understandable of course, but perhaps a radical new process could examine how changes effect the whole work process. Does the change involve a significant degree of staff training? Does it align with similar programs, and if not, can it be made to? Is the change cost effective? If not, is it needed?
	Work Screen Coding “E” or “set with dates” when HH member is exempt from work requirement causes E&T penalty requests to be sent to the ET. Penalties being

1	given when work exempt. “B” code still on screen when client needs referred – medical exemption has expired. WOSA penalties not being lifted after time is served (FS underpayments). PI coded as caretaker for child under 6 years old when youngest in household is 14 years old and older. Not checking CSED Disbursements. TRNL payments ETALS need more attention. New ET’s when asked did not know what TRNL meant. No verification in file as to DEMH. Cases being closed for failure to provide rather than erasing the DEMH information and issuing a lower Food Stamp benefit. Cases closed in error. No school attendance verify on teens for ATAP….being left in HH when 18 & not in School. No school attendance verification on 17+ for kids with EAIN. Causing FS errors. FS overpayments due to incorrectly worked Alien involvement. SSI money not counted correctly on FS/ATAP case causing FS overpayment of $200+ per month: (placing SI AT 552 and SS DS 133 – this is backwards as well as incorrect, there should have never been an SI AT coding on the computer) for the majority of the cases. Pended items verification being drop filed and not acted on which results in case closure and then having to be reopened later. Too many new cases being transferred in weekly. No time to review them. Set them in file cabinets to be reviewed during FS recertification. So incorrect payment amounts continue to roll in error. No DOL checks on all teens 16+ to accompany school verification to ascertain food stamp accuracy Cano’s missing regarding new job/old job earned income for PI and SP had to re-pend for information) Other items that cause excessive time management waste and hours of correction by gaining ET… Cases being transferred taking 5-10 days between offices with changes rubber banded to outside and never worked. Received a case date stamped 6/19/03 on 7/29/03. No idea where it has been however, add a person is rubber banded to the outside of the case file. RST from Wasilla cases – Gen 72 not always here…Donna spends hours trying to locate so we can do FS FTF Diversions being given when there is no eligibility – over income due to SSI/SSA retro checks Average phone calls per day 24 at minimum 5 minutes each = 120 minutes of the day is spent returning phone calls. Every Trans Medicaid case I have touched so far will not allow me to work it without having EIS Helpdesk go thru the back door to correct numerous discrepancies, either in the registering, cert thru dates or wrong coding too soon. Takes numerous emails back and forth to figure out the problem on every case so far. Thank goodness for Charles and Vinita’s constant assistance….. Senior ET II's are being asked to constantly pick up the slack with no decrease in caseload size. They are cutting corners just to get the benefits authorized. This is where the perception that all errors are coming from seasoned workers. This is not so. Seasoned ET's can only do so much without making errors. Our biggest problem within DPA – Experienced ET’s leaving for other positions due to burn out. They got tired of hearing the same story every 18 months “just get us through this crunch and things will get better”. So far it has not.
1	Workloads to high and time frames to short. Staff are just not given enough time to make sure of their accuracy.

4. Where do you think the error rate will be a year from now?

higher	17.5%	(27)
lower	35.7%	(55)
about the same	16.2%	(25)
I don't know	26.6%	(41)

TOTAL	**96.1%**	**154**

Go back to Management Interface