

Operational Coaching

The Child Maintenance Group's (CMG)'s performance management framework (PMF) principles have been built to ensure that all cases are up to date and that money is flowing, we will do this by:

- Delivering against the desired client experience:
- Operational teams are focused on delivering the organisational business outcomes
- Running as productive and efficient an operation as possible
- Getting it right first time and the work being done adheres to quality and accuracy standards.

Managers and team leaders should be focused on observing the relevant skills, behaviours and performance of their team by making both formal and informal checks, and where necessary provide proactive coaching interventions to drive up performance and ensure that the principles of the performance management framework are being achieved.

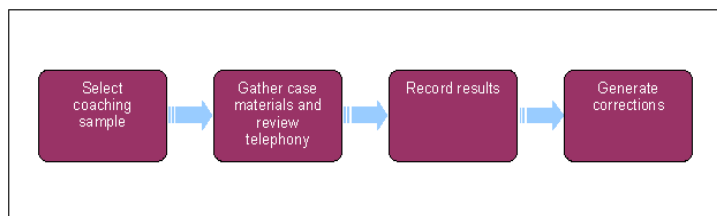
To support this, operational coaching should be carried out by team leaders in operations to provide localised quality assurance within teams.

Operational coaching will:

- Monitor team performance, picking up and correcting common errors
- Monitor performance of individuals and identify and support caseworkers who have training needs
- Support caseworkers' development and provide quality feedback
- Monitor the team's adherence to the guidelines and procedures
- Provide information to team leaders to aid coaching and improve performance

Team leaders will determine what they want to check, how many activities they want to check and the date range they want to check based on the communicated levels of operational coaching checks required. Team leaders may also receive direction from the quality assurance team and other central directorates referencing the types and volumes of checks to be performed. The results are fed back to inform the Management Information (MI) strategy which is used to set the guidance for the quantity and quality of operational coaching checks.

Operational coaching should be performed on activities from both open cases and closed cases.




Select coaching sample


1. Log in as team leader and go to the Quality Assurance (QA) service request (SR) view for activity based checking.
2. On the closed SR select **Query** and from the 26 drop down options available populate as many of the criteria as necessary to return the coaching sample. The options include;
 - Process e.g. application, parentage
 - Area/ sub-area
 - Case owner
 - Close date

Select the icon or drop down menu within each criteria box to open a relevant selection screen. Highlight the required details from the list displayed, select **Add** and **Ok**. The chosen details are pre populated onto the **Operational Coaching SR**.


If choosing the date as one of the criteria, populate the date from the calendar displayed. The chosen date and time appears in the date field menu. Manually delete the time.

 Use the other columns on the SR to expand the search where applicable, including the SR number, **Resolution Code** and/or account information.

3. Select **Go**; a list of SR's fulfilling the criteria is displayed.
4. Select and highlight a sample amount of SRs for checking to satisfy quota requirements. Make a record of the SR numbers.
5. Update each SR with a **Grouping Comment**.


 The grouping comment reflects the type of checking taking place e.g. parentage activities, indicative calculations. This provides easy identification and selection in future.

6. Highlight the SR for checking and select the **Coaching** button. The system creates a child SR, **Sub Area Perform Coaching**.

 To remove/cancel a perform coaching child SR, select the SR and select the button Cancel Coaching.

Gather case materials

7. Go to the **SR Assurance/Coaching Task** view and filter using the grouping comment to check SR's specific to a sample.
8. In the **Assurance/Coaching Task** view, select an SR to assure. Drill down on the parent SR and go to the **More Information** screen and select **Create Assessment**.
9. The **Status** automatically updates to **In Progress** and an activity plan is created.
10. Go to the original SR to begin the operational coaching task. Go to the **Service** tab, select **Closed SR's** from the drop down menu and select **Query**. Enter the recorded SR number and select **Go** to view the original SR details. Gather case materials and decide if telephony records are required.

 As most checking is performed by operational team leaders, they should already have access to nationally sensitive cases. The Special customer records team will carry out operational coaching on their own cases.

Review telephony records

11. If telephony records are required, go to the case file on the system to identify which recordings are relevant to the check being performed and manually access the files. This is possible as:
 - All call recordings are logged against a specific case
 - The ID number of each call recording is unique (located in the call activity details)
 - All call recordings are stored centrally within Verint.
12. Get the unique call number and access via Verint. For more information refer to [Verint](#).

Record results

13. Drill down on the Operational Coaching SR and go to **QA Assessment** view. Select **only** each attribute relevant to the type of operational coaching check being carried out and record the outcome. From the dropdown list select the applicable reason eg pass, fail (where failed the comments field must be completed):
 - **Assessment accuracy - income** - To be completed for initial assessments and where the assessable income is being changed i.e. Change of Income, Shared Care, QC, ROCs, Family Based Arrangements, Variations

- **Assessment accuracy - eff dates** - To be completed in the event of any change
 - **Caseworker decision validity** - To be completed in the majority of cases. Has the caseworker made and recorded the correct decision about what action to take?
 - **Quality of documentation** - Refers to both the quality of letters and notes and whether all appropriate decisions have been made. Not to be used to say whether the correct letters have been issued
 - **Call handling** - Refers to the quality of the call information provided. If a call was not made this should be completed within PCC and not here
 - **Misuse of internal process** (by caseworker e.g. mistreating a client, not adhering to due process when making a decision) - Has the caseworker breached security - letters, telephone calls, data protection, use of internal systems (e.g. CIS, Credit Reference Agency, etc.)
 - **Departed from agreed approach** - Have procedures been followed for all processes
 - **Authorisations** - Has authorisation/approval been sought and where appropriate at the correct level (not referring to letters).
 - **Debt steer** - Where there has been a change in assessment has there been a conversation with the paying parent about any arrears? Have repayments been discussed that fit within the debt steer? Has any discretionary decision been recorded?
 - **Notifications** - Have the correct letters been issued?
 - **DEO contact** - Has the correct process been followed before implementing a DEO? Have the employer team completed the necessary follow up action?
 - **Non standard payment** - To be used when a non-standard payment has been made or considered or should have been considered. Was the correct process followed?
 - **Positive client contact** - Has the appropriate contact been made with the clients?
 - **Updated notif onto system** - Have contact details been checked and updated on the system and all additional information been recorded in the correct SR?
 - **Enforcement action** - Has the correct process been followed for the Enforcement action taken?
 - **Payment methods** - Has the correct process been followed to set up initial MOP or Cancel existing MOP and set up new MOP?
 - **System adjustments** - Has the correct process been followed where financial adjustments have been actioned by the caseworker?
 - **Procedures** - Have the correct procedures been followed for Case Closure, Application Charging, Collection Charges, Enforcement Charges, Maintenance Direct and Mandatory Reconsideration
 - **Enforcement Charge** - Has all the appropriate action been taken when applying an Enforcement Charge?
 - **Maintenance Direct** - Has the correct process been followed when actioning a Change to Service Type?
 - **Mandatory Reconsideration** - Has the correct process been followed where a Mandatory Reconsideration should or has been considered?
 - **Collection Charge** - Has the Collection Charge been correctly applied, reimbursed, overridden, reinstated, etc?
 - **Case Closure** - Has the financial element of any Case Closure been completed correctly?
 - **Write off Arrears** - Has the correct process been followed for writing off any arrears and the correct approval level sought?
 - **Application Charge** - Has the correct process been followed when taking the Application charge and has the caseworker considered exemption where appropriate?
 - **DEO/DER Scheduling** - Has DEO/DER been correctly scheduled following Annual Review?
 - **LCRD** - Has the correct process been followed when deletion of information is required?
 - **Revision of Death** - Has the correct process been followed by the caseworker when revising the death of a client?
14. The operational coaching check outcome is assessed using the drop down fields attached to each assessment category. The list of outcomes is relevant to the type of check and includes:
- Fail-debt adjusted in error
 - Fail-debt steer
 - Fail-income error

- Fail-security procedures
- Fail-auth'd at wrong level
- Pass
- N/A

Notify the security team if fraud is suspected and follow the advice provided on how to progress the issue.

 Consider appropriate follow up action whilst performing each check and flag this on the caseworker's record e.g. development need identified. All records are kept offline and not recorded on the system.

15. Determine if the overall operational coaching task has passed or failed.

16. Go to the **More Info** view, update the following fields;


- **The Decision Date**
- **The Resolution Code** (to determine if/why the operational coaching task has passed or failed)
- **The Checkbox Corrections Required** (where applicable)

 Where a correction is identified and required, the caseworker will be informed via a notification from the team leader who carried out the operational coaching. The correction will be assigned to the owning caseworker to complete as high priority.

17. Provide feedback to the original caseworker face to face (or via email if necessary). This is not recorded on the system. Discuss actions (if any) to be taken to address errors/weaknesses and analyse the cause of weaknesses.

Update the following field:

- **Feedback Required**
- **Feedback Provided To**


 If no errors have been identified, set the **Status** to **Closed** and the **Sub Status** to **Complete**. If errors have been identified, the changes will be made by the current case owner.

Generate corrections

18. Save the SR and select generate corrections (where applicable). The system creates a new SR of **communicate req'd corrections**.

The coaching SR number is updated with the communicate req'd corrections SR number and the **Status** is defaulted to **define corrections**.

The new SR is related to the original SR.


 All SR numbers (except the original SR number) are displayed at the top of the screen. All related SRs can be viewed in **Related SR** tab.

19. Go to the Related SRs view and select the communicate req'd corrections SR

20. Go to the **Correction Summary** view, select **New** and populate the description field with the action required. (create one row per correction)

21. If the SR being checked is:

- Case owning: update the SR Status to Pending Assignment and the SR will automatically move to the case owner's queue
- Functionally unique: the checker must retain ownership of the SR, contact the individual who completed the checked SR and ask them to complete the corrective actions giving a timeframe dependant on complexity

 For further information about the types of SR's refer to the [2012 System Overview](#).

22. Return to the Operational Coaching SR and update the **Notifications Status** field to **Corrections In Progress**. Set a **Wait** activity to check progress of the corrections.

 The system reminder popup appears in the team leader queue.

Caseworker Action

23. Investigate the correction required and complete the appropriate action.
24. When all corrections have been completed, go to the **Communicate req'd corrections SR**, navigate to the **Correction Summary** tab, update the **Corrective Action Details, Status** to **Completed** and **Comments**.
25. Complete all activities. Update the **Status** of the **Communicate req'd corrections SR** to **Closed** and **Sub Status** to **Complete**.

Assurance team leader

26. Go to the **Corrections SR** and determine if corrective action is complete.
27. Once the case owner has completed corrective action, update the following fields:
 - **Status**
 - **Comments**
 - **Close the corrections SR**
28. Go to the Coaching SR **More Information** button and update the notification status to **Corrections Completed** and the Coaching SR **Status** to **Closed**.
29. If corrections are not complete and where actions are being performed by another senior team member, notify the case owners' team leader that the due date has expired.
30. Update the Coaching SR fields as **Due Date Expired - Expiry Escalated** and set a new **Wait** activity as a reminder to check progress. Set the Coaching SR start date as a future date and include the operational coaching SR number in the description field.

Produce reports – data warehouse

31. Reports are produced via the data warehouse as required but at least at the end of each checking batch/period.
32. Reports consist of statistical data of pass/fail and reflect the quality/ checking parameters/ categories associated with each activity being checked. For example:
 - Date range
 - Case types
 - Activity

The reports will be used for benchmarking and training purposes.

[2012 System Overview](#)

[Terminology Changes](#)

[Verint](#)