



OFA REGIONS IX-X

Tribal TANF Technical Assistance Meeting

NAVAJO NATION DIVISION OF SOCIAL SERVICES
DEPARTMENT FOR SELF RELIANCE



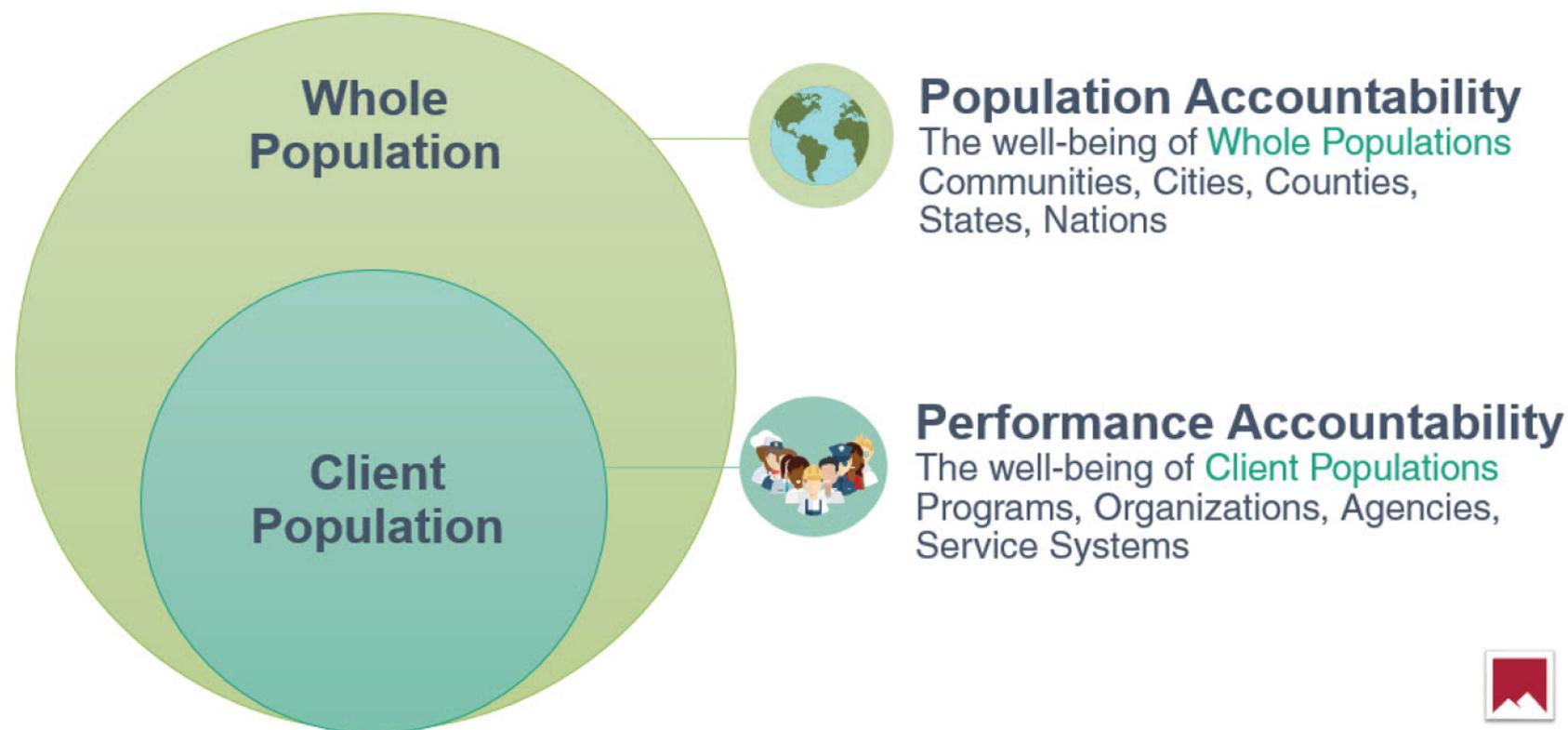
The Department for Self Reliance (DSR) is established under the Navajo Nation Division of Social Services within the Executive Branch of the Navajo Nation government. The DSR is responsible for administering the Tribal Temporary Assistance for Needy Families (TANF) program for eligible families residing on the Navajo Nation and federally recognized near reservation communities within the states of New Mexico, Arizona and Utah.

What is Results Based Accountability (RBA)?

RBA is a data driven, decision making process that starts with the ends and works backward toward the means.

RBA starts with a crucial distinction between results for whole populations or clients of a particular program. The most important reason for this distinction is the difference in “who” is accountable.

Population Accountability: BY THE COMMUNITY (city, county or state) TO THE COMMUNITY. **Performance Accountability:** BY THE MANAGERS (of the program, agency or service system) TO THE CUSTOMERS.



Performance Measures

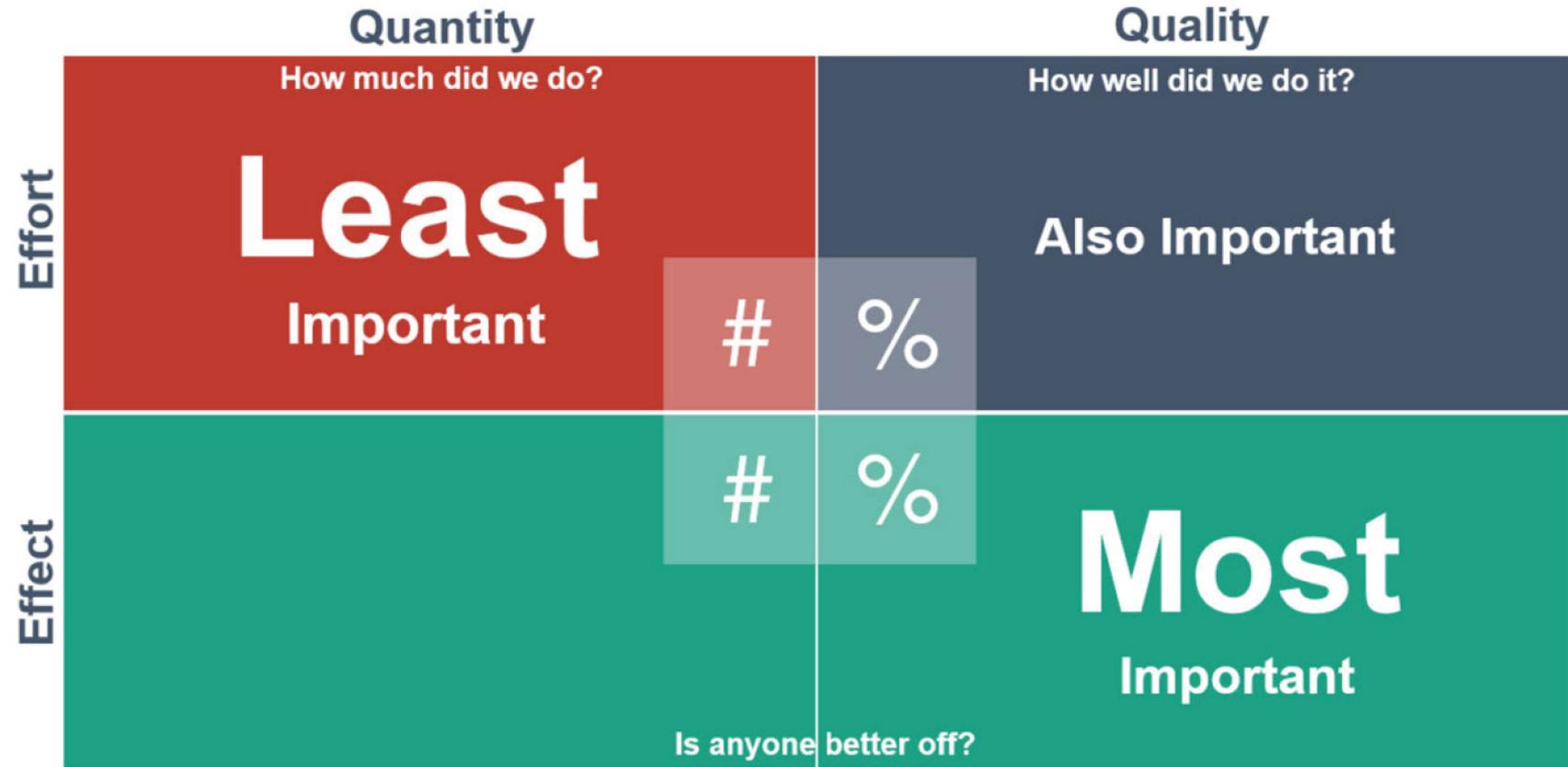
RBA asks three simple questions to get at the most important performance measures:

How much did we do?

How well did we do it?

Is anyone better off?

Performance measures focus on whether Customers are better off as a result of our services. They also measure the quality and efficiency of our services.



RBA helps us identify the role we play in community-wide impact by identifying specific Customers who benefit from the services we provide.

Turning the Curve Thinking

Once you identify the performance measures to improve, Results-Based Accountability provides a step-by-step process to get from ends to means.

“Turning the Curve” thinking and involves five steps:

1. Graph the measure

Forecast the measure if you do nothing.

2. Analyze the story behind the data.

Identify the causes of the conditions.

3. Identify Partners.

Key partners to help you address, “Turning the Curve.”

4. Brainstorm.

Give people the freedom to suggest

“off the wall” and outrageous ideas as well as researched best practices.

5. Action Plan.

Specific, implementable strategies and actions.

Everyday Example of Results Accountability Thinking

→ Experience:

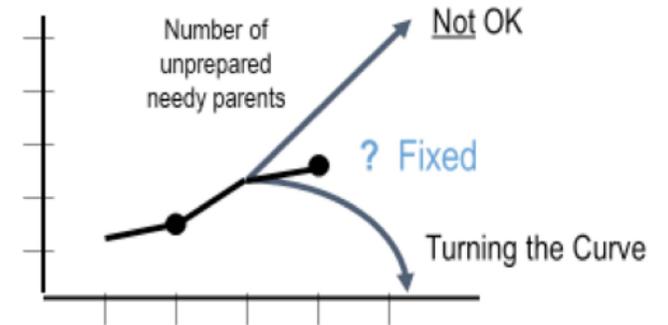
→ Measure:

→ Story behind the baseline (causes):

→ Partners:

→ What Works:

→ Action Plan:



Needy parents are unprepared or underprepared for work

7 Performance Accountability Questions

*Improving
performance
accountability for
programs, agencies
and service systems in
seven questions.*

1. Who are our Customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including low-cost and no-cost ideas?
7. What do we propose to do?

Management/ Leadership

One of the most challenging aspects of implementing RBA is building support among the leadership who lead these initiatives.

Buy-in facilitated by program leadership

- Leadership must “model the way”
- Provided for staff to learn RBA
- Learned with staff
- Led the learning process

Establish a programmatic framework for implementation

- Schedule
- Organize data identification & collection
- Follow-up

DSR EXECUTIVE



Department Manager III, Roxanne Gorman meeting with Navajo Nation Vice President, Jonathan Nez, his staff and the Division of Social Services Executive Director, Terrelene Massey.

Performance Accountability:

DSR Executive

DSR Vision & Mission

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TO **ELIMINATE FUTURE DEPENDENCY** OF
CHILDREN AND FAMILIES ON GOVERNMENT ASSISTANCE
BY PROMOTING **T'ÁÁ HWÓ ÁJÍT 'EEGO**.



WE SHALL SERVE,
WITH **INTEGRITY**
AND IN AN **ETHICAL** MANNER,
TO **EMPOWER** ALL FAMILIES,
BASED ON THE NAVAJO TEACHINGS
OF THE CONCEPT OF
T'ÁÁ HWÓ ÁJÍT 'EEGO,
TO BECOME SELF-RELIANT.



Performance Accountability:

DSR Executive

Strategic Planning

- **November 29, 2016**
 - Environmental Scan/SWOT
 - Core Values
 - Vision Statement
 - Mission Statement
- **March 6, 2017**
 - Leadership Coaching
 - Introduction to RBA
 - Organizational Goals & Objectives
- **June 12, 2017**
 - Define Target Percentages
- **September 14, 2017**
 - Action Plans



Direct Services staff and Support Services staff collaborating to develop a strategic plan for DSR services.

Performance Accountability:

DSR Executive

*“We are serving many,
we are serving well,
we can do better!”*

“We are serving many, we are serving well”

Acknowledged that Customers are not better off just based on the DSR being in full compliance with Navajo Nation, State, and Federal requirements.

“We can do better!”

- Paradigm Shift: paper process to a client centered approach.
- We can do more and we can do it better.
- RBA Thinking
- 7 months of staff development
- Revised TFAP
- Revised Pathway to Self Reliance Policy Manual to be user-friendly.
- Increased staffing and positions to support changes.
- Established an internal appeal process to improve the turnaround for decisions.

DSR Direct Services

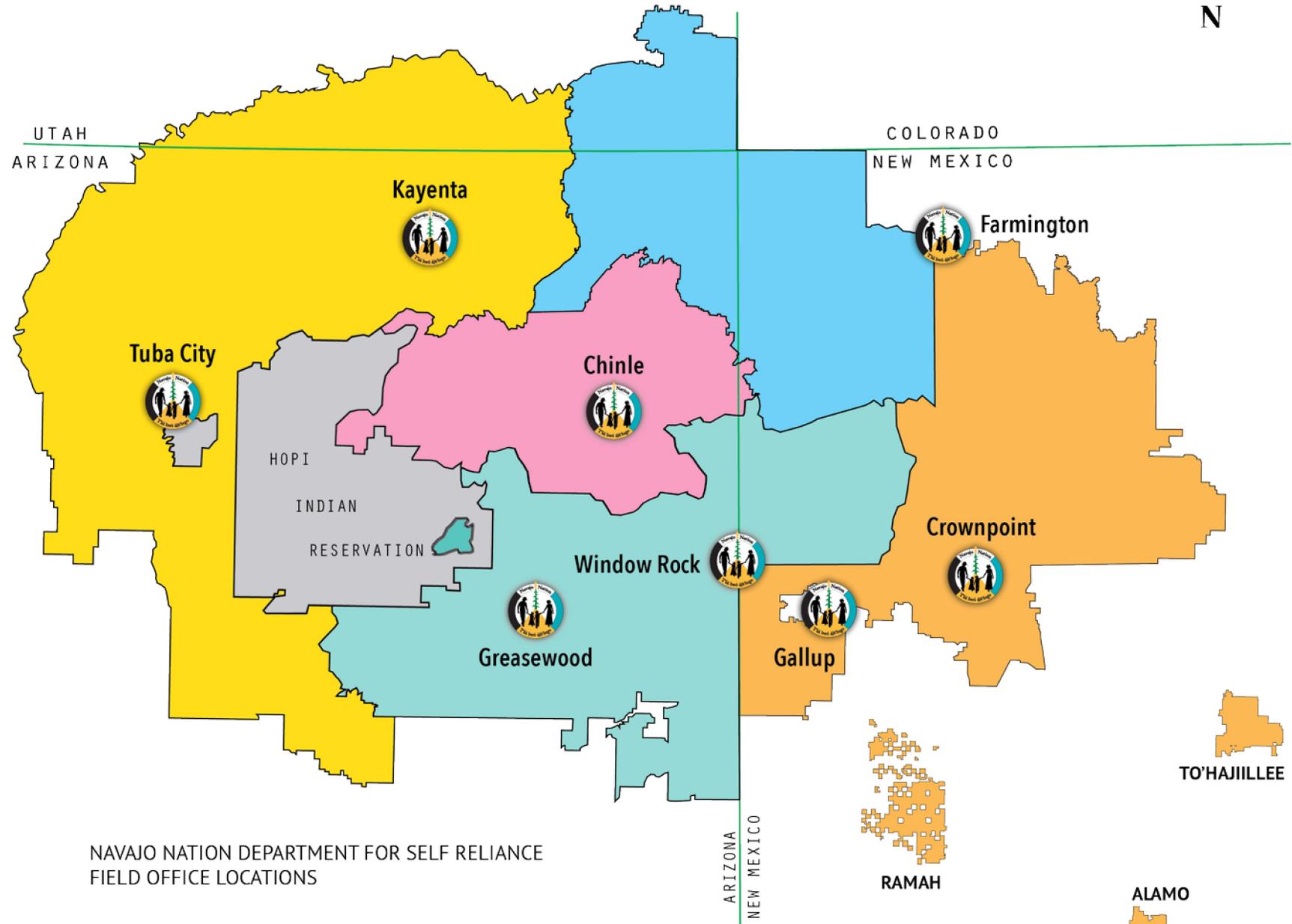


Navajo Nation Fair first place parade float by the DSR Window Rock field office.

Performance Accountability:

DSR Direct Services

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7. What do we propose to do?



Performance Accountability:

DSR Direct Services

- **Payments**

- Entering payments in a timely manner
- Prevent Customer hardship due to not processing on time
- Evaluate staff's organization and time management habits

- **Work Participation Rate**

- WPR definition – 32% of all adults required to meet the minimum work participation hours actually met those hours for the reporting month.
- Ensure staff are meeting a WPR of 35%, thereby allowing DSR to meet the minimum WPR of 32% for FY2018 (3% cushion for staff).
- How well is case management performed.
 - Meeting rate and holding staff accountable
 - Have to make the contacts and find out what is going on.

Performance Accountability:

DSR Direct Services

- **Appeals**

- Time-lines for Hearing and Decisions
- How quickly were the issues resolved
- Were the reasons for Overturning the decision addressed.

- **Time-lines**

- Meet all eligibility and case management time-lines to ensure services are provided in a proper and timely manner.
- Examples:
 - Not meeting time-lines causes hardship - The Customer had a specific need at the time they applied and making decisions late exacerbates the hardship.
 - Sanction a Customer in a timely manner allows the sanction reason to be addressed before it becomes a larger problem.

Performance Accountability:

DSR Direct Services

- **Goals Accomplished**

- Types of goals and time-frame to accomplish (Reflective of 3 questions for RBA)

- **Support Services and Incentives**

- How well are staff are using different DSR services to assist Customer with accomplishing the goals either through motivation (incentives) or removing barriers (support services).

- How well is case management performed.

- Tie each to the 4 TANF Purposes

- Examples:

- School Clothing incentive – motivate children to stay in school, improve academic performance and improve self-esteem

- High School/GED Graduation – motivate adults and minors to graduate from high school or obtain GED certificate.

- Work-site expenses – Assist adult Customers with expenses which prevent them from doing their approved work activity.

Performance Accountability:

DSR Direct Services

- **Penalties**

- Frequency and reason for penalty will assist in determining how quality case management is applied
- Can be used to identify which staff or Customers may need additional assistance or recommendations through case staffing or case conferencing

- **Improper payment**

- Ensure services are provided in a proper and timely manner
- Identify areas where staff may need additional assistance with case management

DSR Support Services



Performance Accountability:

DSR Support Services

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7. What do we propose to do?

- Human Resources
- Data
- Education and Career Services
- Finance and Recovery Services
- Fraud Investigation Unit
- Management Information Systems
- Pathway to Quality Services
- Policy
- Public Relations
- Quality Assurance

Performance Accountability:

DSR Support Services

Quality Assurance

- **Internal Review Process:**

- 5% of total active cases for all 8 DSR offices to monitor program compliance and quality of service.
 - Review Tribal Assistance Systems (TAS) and actual case record
 - Generate compliance reports for all 7 DSR field office identifying improper case management violations.

- **Technical Support**

- One-on-one staff support
- Facilitating case staffing
- Preventative measures to reduce repeated violations
- Pathway to Quality Services
- Appeals

- **Individual Performance Improvement Plan**

- Provide opportunity for Improvements
- Completed by staff to address improper case management violations.
- Guidance from supervisors to provide assistance to staff.
 - Recommend resources, trainings, cross trainings to staff.

Performance Accountability:

DSR Support Services

Public Relations

- **Communications Strategies Utilizing RBA**

- Target audiences to include DSR Staff, Customers, youth, stakeholders, and the general public
- Organizational Culture: Operations focused culture to a Customer focused culture.
 - DSR Staff identified as PR's primary target audience.
 - Pathway to Quality Services
 - Branding
 - Campaigning benefits rather than features. See the result not the requirements.
- Event Planning using RBA thinking
- Surveying as a PR 's leading measurement tool

**Thank you for
your time.**

Questions?



DSR Customers participating in DSR's Extended Training program. Pictured: August 2018, USUE Heavy Equipment and Trucking (CDL) Certificate recipients, DSR Staff, USUE Staff.