

## Root Cause Analysis

To better understand the possible causes influencing employees' caseloads not meeting a 95% current state within CSA's case management system, a root cause analysis (RCA) was conducted to identify why this problem developed. Through phone conversations and online discussions with staff and observing current processes, the following information was discovered as questions were asked relating to when this problem was noticed and the working conditions at that time and now.

Physical Resources	
Issue	Why
Caseworkers had office/home computer setup issues.	Caseworkers were required to individually set up their remote workstations due to COVID-19. Before, their workstations were typically ready and equipped for them in the office. New hires are currently having to set up home offices as well, once they are provided with laptops from IT.
Caseworkers are not always able to access internal and external databases related to their casework.	VPN access is required to accomplish this since work is being done remotely. Online instructions were provided regarding how to set up DUO and VPN, but becoming acclimated with the process delayed work activities. Currently, many caseworkers continue to have questions due to failures in accessing the system.
With access to new laptops, there were technical problems participating in online training.	Working remotely with new technology, some caseworkers had problems with their speakers and/or microphones; this caused a delay in learning new processes.
Access to training and Webinars using video conferencing platforms.	Internet capacities caused a problem for some; therefore, there were difficulties accessing these.

Technical support not immediately accessible.

There was a rapid transition in getting workers up and running on systems so staff could work remotely. Providing technical instructions to caseworkers was quick. Often, this information had to be repeated and documentation created with steps for caseworkers to review. Due to the number of staff needing assistance, technical support was not always immediately available for caseworkers.

Structure and Process	
Issue	Why
Supervisors are not always available to answer questions, or they are delayed in responding to staff.	Supervisors are experiencing a busier work schedule consisting of ongoing meetings relating to business procedures and continuous change in the work environment and structure.
Caseworkers are not utilizing all of the databases available to locate data for their casework.	Caseworkers focus on their main case management system, as this is the system that was presented to them as new hires. Many are starting to find out about other related databases available. There are still questions as to how to access and use these other databases.
Information	
Issue	Why
Locating current data to be entered into the system can be problematic.	Clients may not be available immediately to provide current information, or caseworkers are unable to even locate these individuals. It is occasionally difficult for caseworkers to receive information from other staff members or workers who may be needed, as they have information necessary for caseworkers to complete their case information.

Caseworkers are finding it difficult at times to locate and access information for cases.

One office location was the testing site for a new case management application. Caseworkers were tasked with locating data in this new system; eventually, the system was withdrawn and put on hold.

Knowledge	
Issue	Why
Users are attempting to become familiar with accessing case management systems from home.	Due to the remote working environment, there was a learning curve involved in the new process for accessing these systems.
Caseworkers experience difficulty accessing and navigating video conferencing platforms.	This technology is new for many, so this is another learning curve.
Ongoing two to three-week traditional training covering the case management system and processes is no longer available.	Formal classroom training was discontinued. Caseworkers are now accessing short module training via the LMS platform and Webinars. The LMS platform is also new to users.
New hires are not going through formal training.	Since formal training is no longer available, new hires are relying on the training uploaded to the LMS system, supervisors, and other staff members for answers to their questions regarding their cases.
Motives	
Issue	Why
Caseworkers continuously locate other opportunities with companies paying more and resign from CSA LLC.	There are very few opportunities for advancement and low pay.
Wellness	
Issue	Why
Work/Life Balance	Working remotely has been combined with juggling other responsibilities such as taking care of kids and adjusting to a new school environment.