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2022

**Jazzin' It Up
for Children
and Families**

New Orleans

May 22 – 26, 2022

**59TH ANNUAL
TRAINING CONFERENCE
& EXPOSITION**

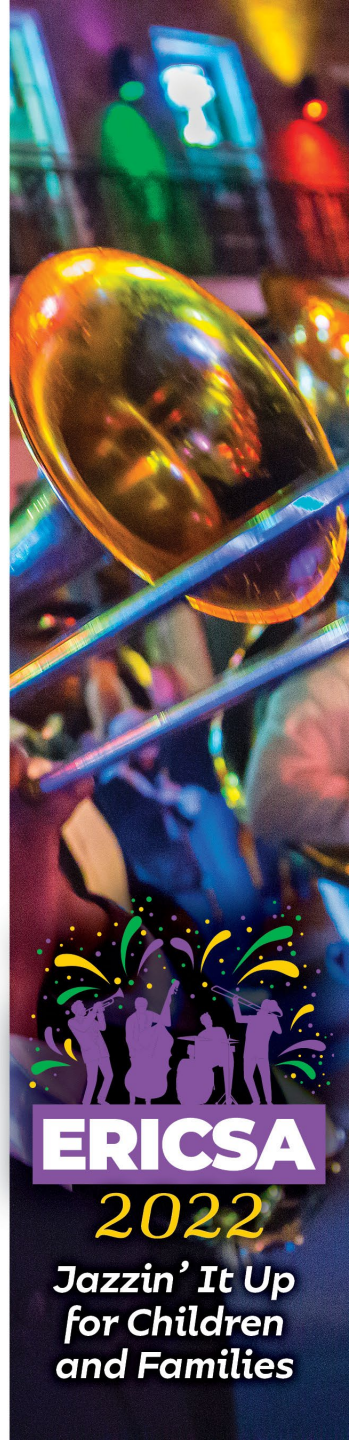
Charting a Course Through Change

Gene Gustin, Oregon

Sophia L. Hollis Ticer, District of Columbia

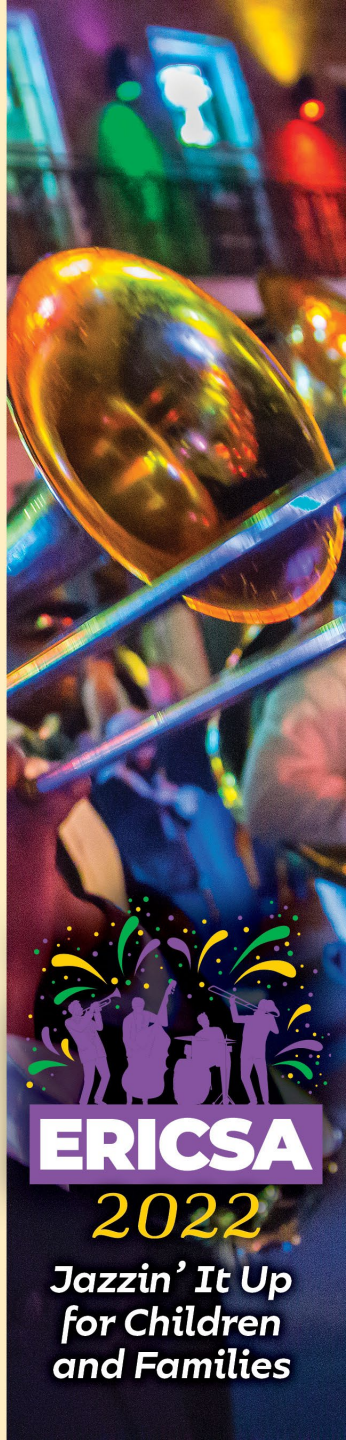
Jamie Doeseckle, Wisconsin

May 25, 2022



Workshop Description

It's a well-worn cliché: Change is hard! But does it have to be? States in different phases of their system modernization journey will share how they planned or are planning a robust change management approach. The intended result? Engaged users with deep knowledge of system design even while it's being built, a broad and well-versed champion network, local offices clamoring for the chance to pilot or participate in UAT, and beyond. Come soak up some tips, tricks, and lessons learned to turn your own challenging change into cheering champions



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In one word, what does Organizational Change mean to you?

 Mentimeter

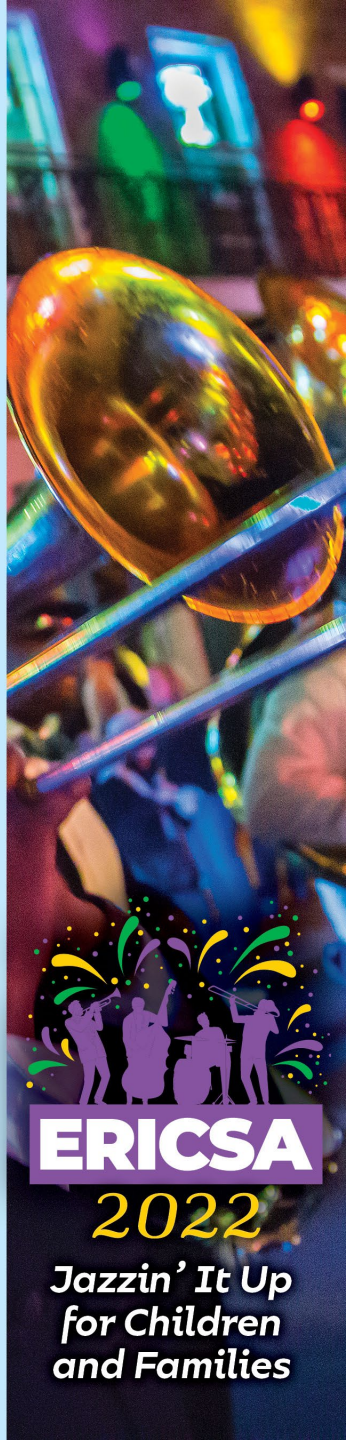


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The Initiatives



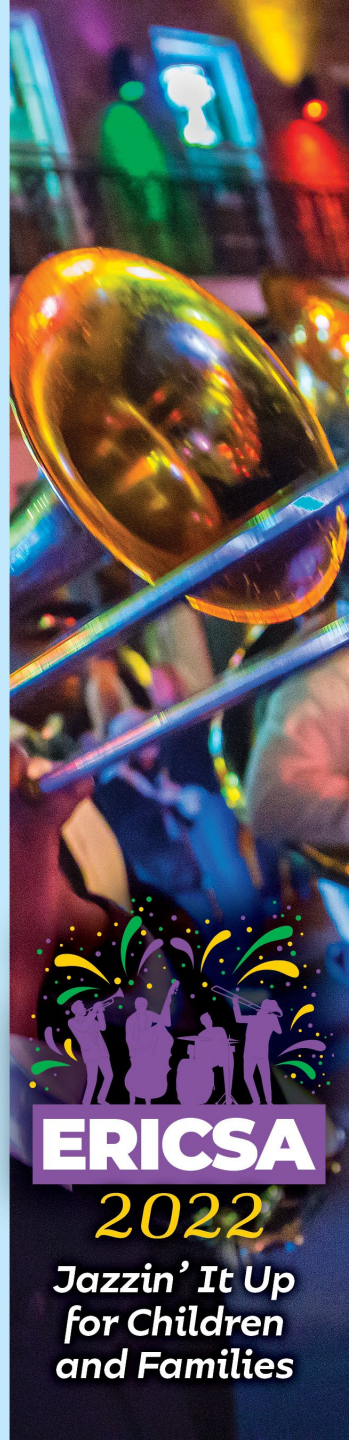
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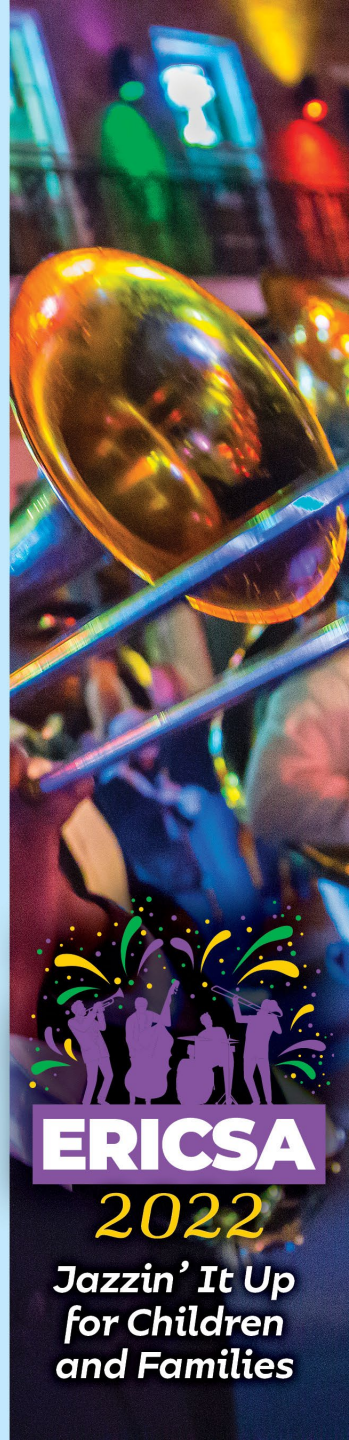
The Initiatives - Oregon

- Oregon started informal change management during the Business Process Re-engineering phase
- Formal change management practices started in February 2015 with the development of the Organizational Change Management Plan
- Oregon used the approach developed by Prosci Inc. The Prosci methodology is based on several fundamental components
 - We only change for a reason
 - Organizational change requires individual change
 - Organizational outcomes are the collective results of individual change



The Initiatives - Oregon

- Acknowledging the importance of individuals and their need to adapt to change, the methodology used in Oregon focuses on the steps required to move each individual from the current state to the desired state. Oregon used the ADKAR Model to achieve these results.
 - **A**wareness of the need for change
 - **D**esire to participate and support the change
 - **K**nowledge on how to change
 - **A**bility to implement the required skills and behaviors
 - **R**einforcement to sustain the change



The Initiatives - Wisconsin

- **Vision**

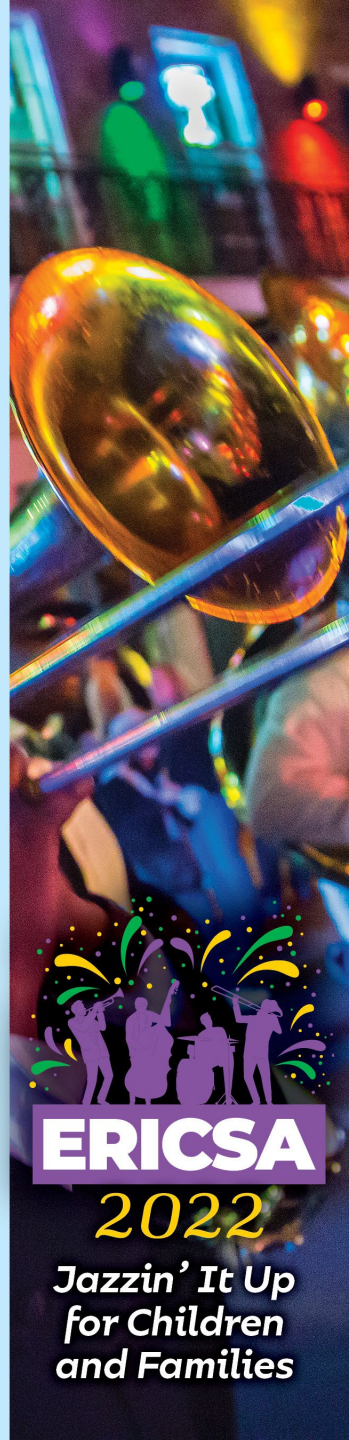
- To develop a Child Support program that expands the ability of State and Partner agencies to provide efficient quality service to customers while ensuring that children and families receive financial and medical support.

- **Mission**

- Wisconsin will incorporate national best practices that utilize modern technology and automation and business intelligence designed to support modern business processes that meet the ongoing needs of the Child Support program.

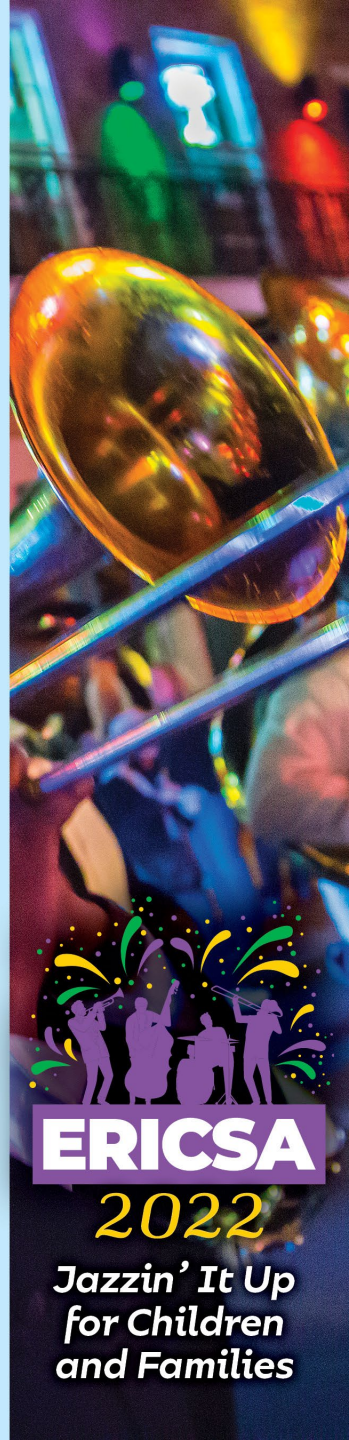
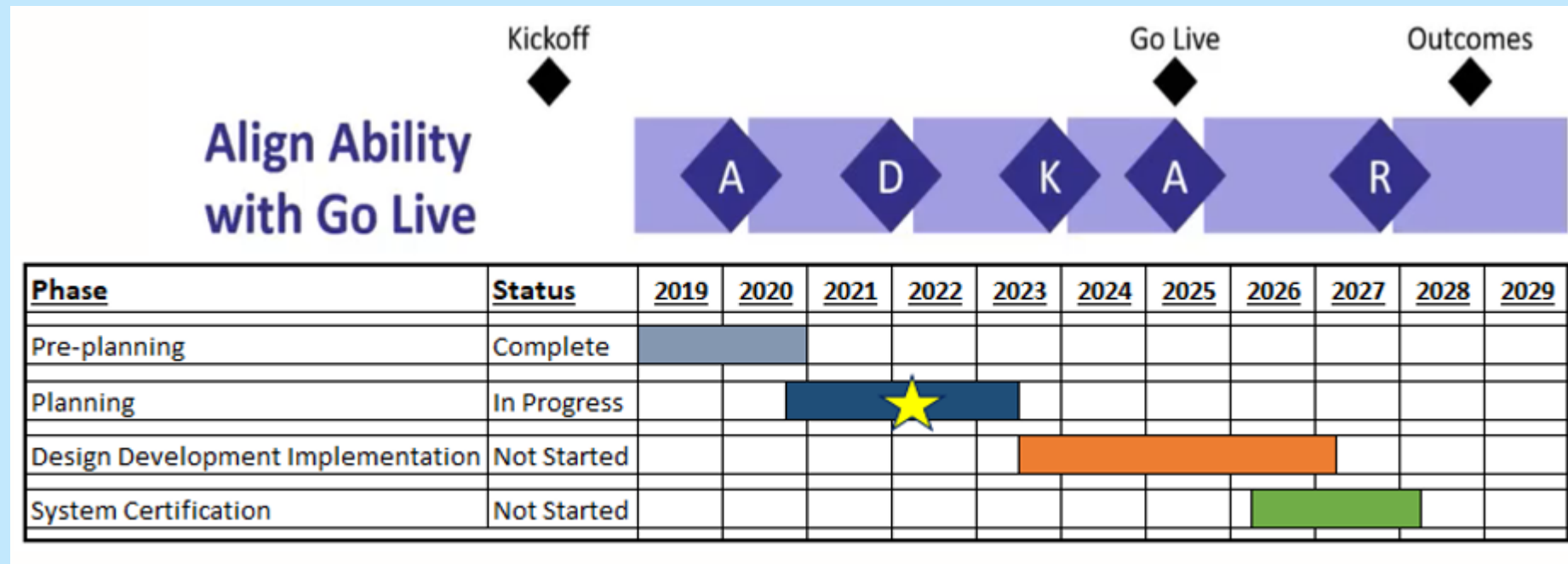
- **Guiding Principles**

- Customer and Partner Focused - We value and respect the diversity of our customers and our partners.
 - For our customers, we champion equitable services for, and improvements to, the economic and social well-being of Wisconsin's children, youth and families.
 - With our partners, we promote collaboration, innovation and inclusion.
- Data is an Asset - We value data as a key factor to increase operational efficiency.
 - We promote data driven decision making at all organizational levels.
- Organizational Change Management - We recognize the value change brings to our organization.
 - We promote a people-focused culture and the role each person plays in achieving program success.



The Initiatives - Wisconsin

- Wisconsin uses the Prosci change management methodologies and tools to create and implement change management strategies and plans that maximized stakeholder adoption.



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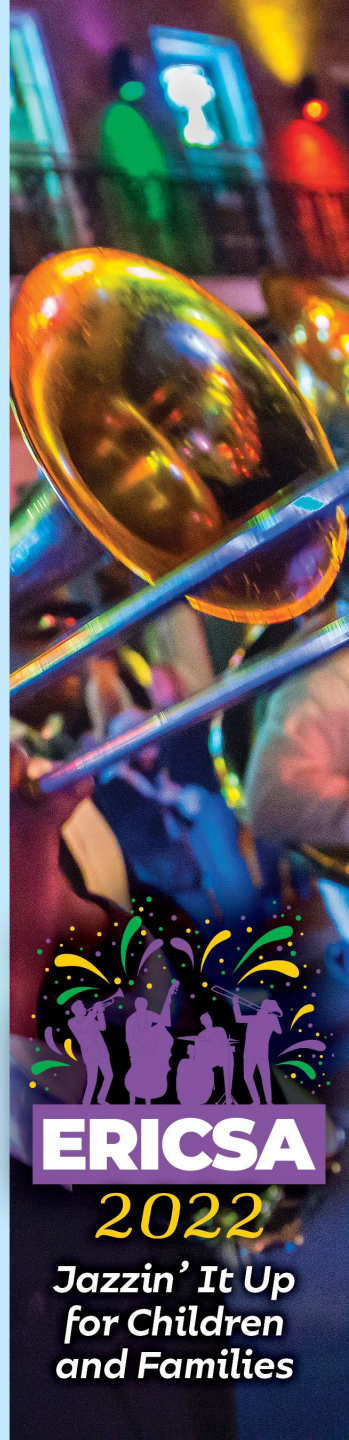
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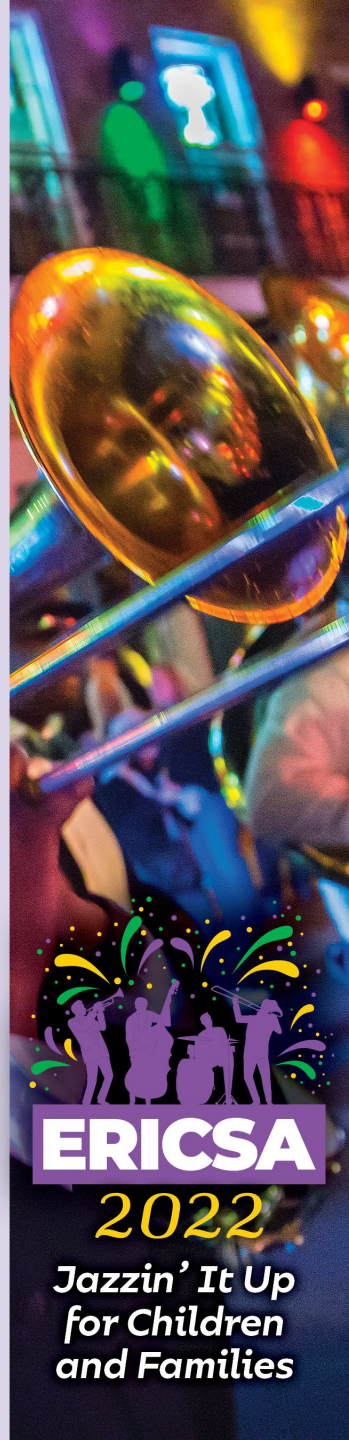
The Initiatives – District of Columbia

STARTING CHANGE MANAGEMENT

- CSSD's current change management effort began in late 2018 with the former Director's Business Process Reengineering (BPR) Project.
- Since then, CSSD has begun to transition from the stand-alone BPR Project and to incorporate a Continuous Improvement mindset into all aspects of the Division's work.



Change Management Commencement



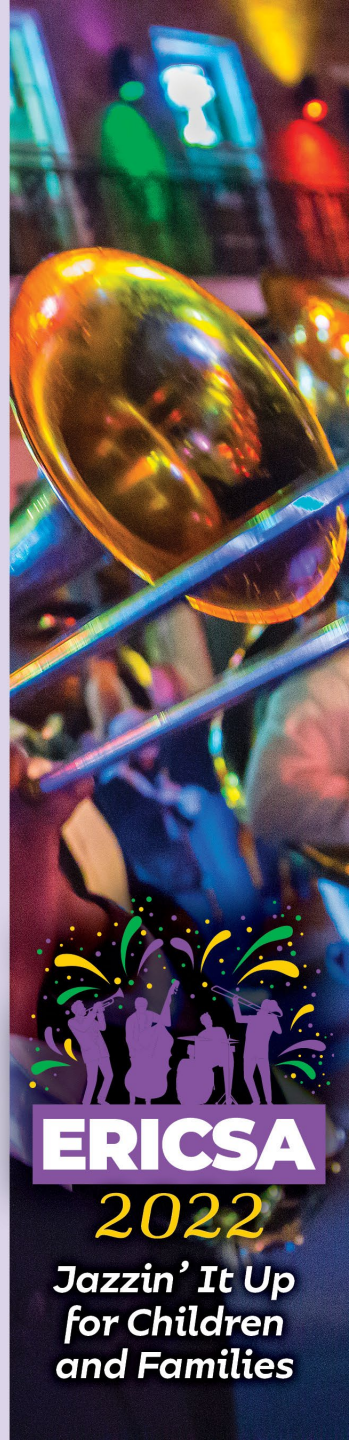
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Change Management Commencement - Oregon

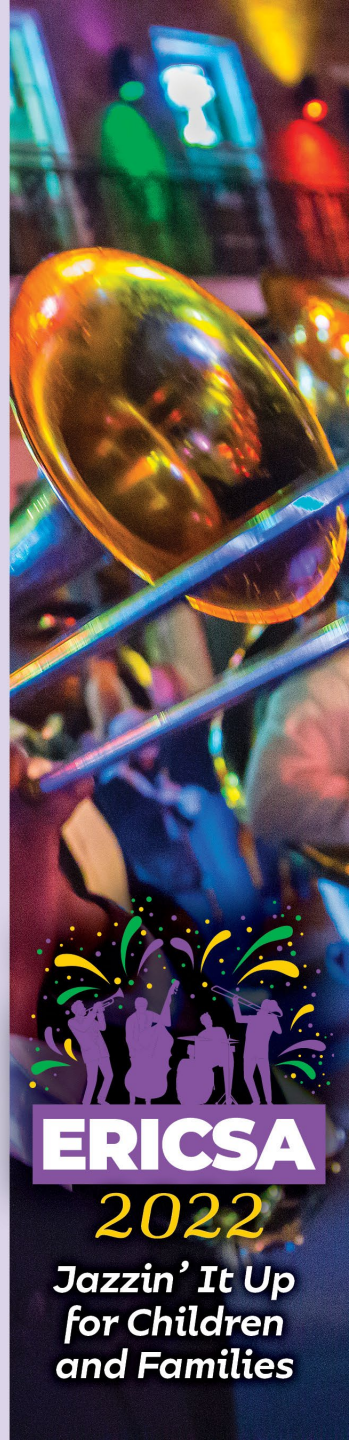
- A series of surveys and focused interviews were conducted to gain a baseline data set to understand staff awareness and desire for change
- The initial data set showed a strong desire for change, but there was a lack of awareness about how the new system would impact individual job roles
- The data also showed that staff were concerned that management at all levels was not effective at managing change
- Based on feedback provided a series of strategies were developed



Change Management Commencement - Oregon

Residual effects of past changes

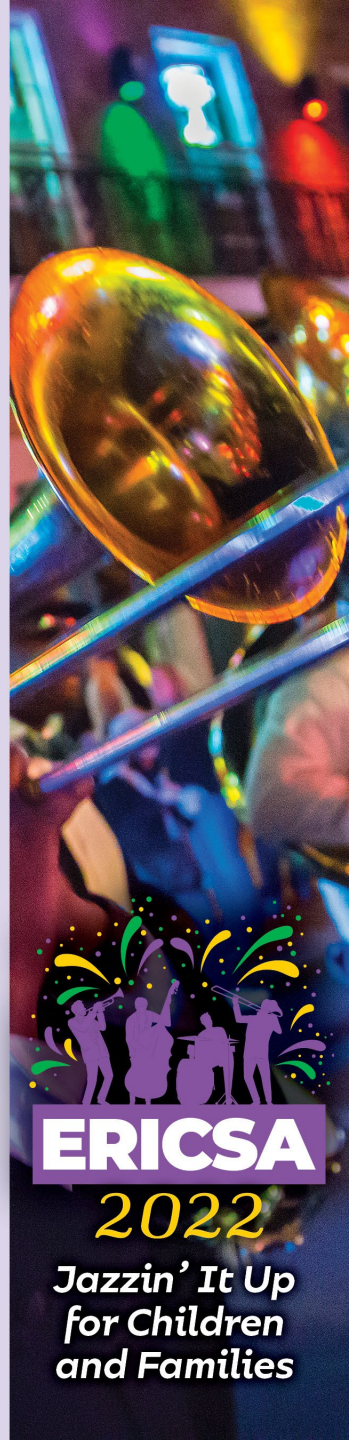
- Perceived lack of vision, communication, and right people not involved
 - Leverage sponsor model
 - Communicate a clear and consistent vision
 - Encourage and enable meaningful participation of District Attorney staff and front-line Division of Child Support staff beginning with requirements sessions and JADs
- Lack of trust in the Director's Office
 - Statewide participation
 - Conduct "listening" sessions as part of regular sponsor visits
 - Think outside the box to improve the effectiveness of change communications to Program staff



Change Management Commencement - Oregon

Organizational Issues

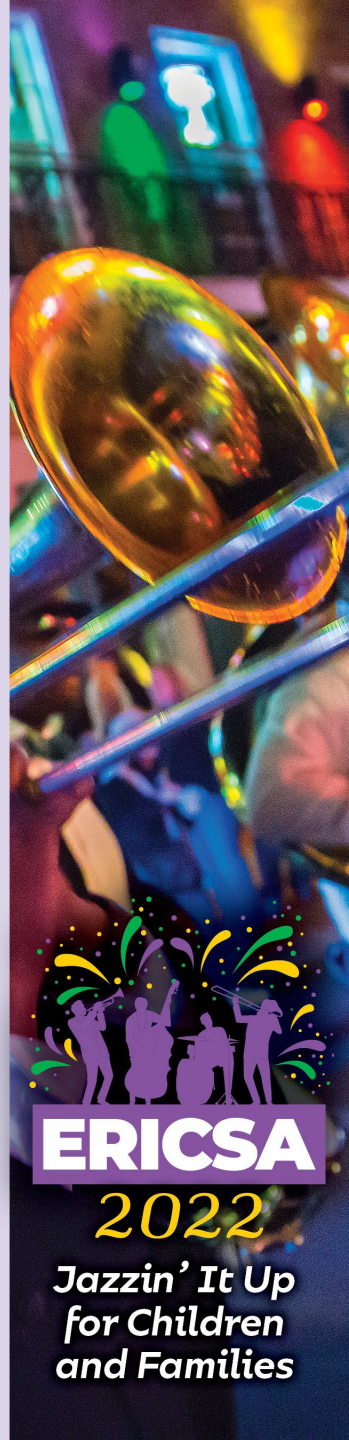
- Program training – central vs. branch office
 - Identify participants in system training effort and how they participate
 - Opportunity to address training organization holistically
- Proactive decision making and timely follow-through
 - Define changes to organizational structures, job roles, and new work processes well in advance of system implementation
 - Communicate decisions as soon as possible
 - Reinforce and support staff in adapting to changes



Change Management Commencement - Oregon

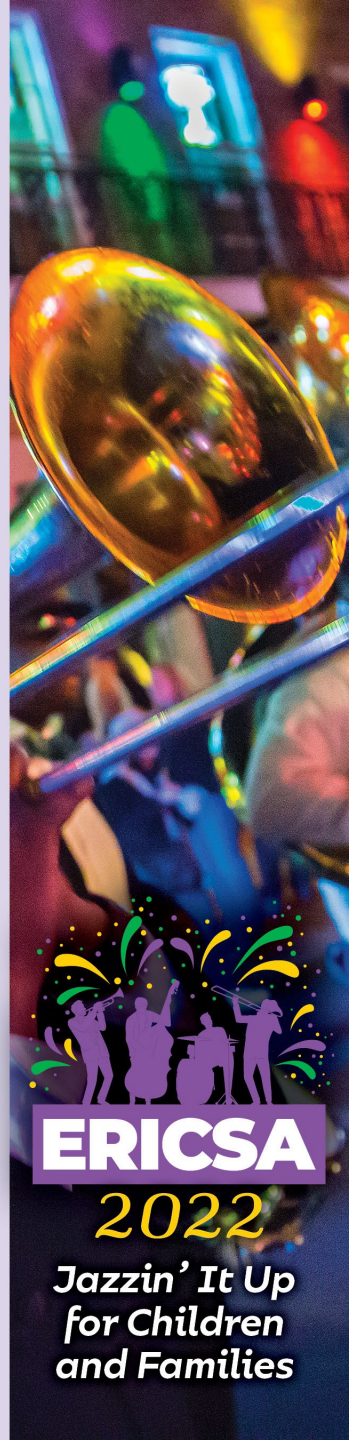
Change Issues

- Staff do not understand how change will affect them
 - Capture and communicate specifics about changes in processes and job roles across all affected groups
- Front line workers are more concerned about the immediate future (what's happening this year)
 - Plan the timing of communications to ensure desire for change is cultivated/nurtured to peak at the right time
- Managers don't always know how to introduce changes to staff and support staff through change
 - Provide appropriate coaching
 - Create buy-in by presenting change in context of the new system
 - Leverage senior managers



Change Management Commencement - Wisconsin

- Change Management Assessments
 - Project Health Surveys
 - Change Management Awareness and Training
- Change Management Plans
 - Communication
 - Sponsor
 - Training
 - Coaching
 - Resisting
- Sustaining the Change
 - Measure performance
 - Celebrate success
 - Identifying root causes of resistance
 - Transition the project to day-to-day operations



OCM Unit Organization



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OCM Unit Organization - Oregon

OCM Oversight

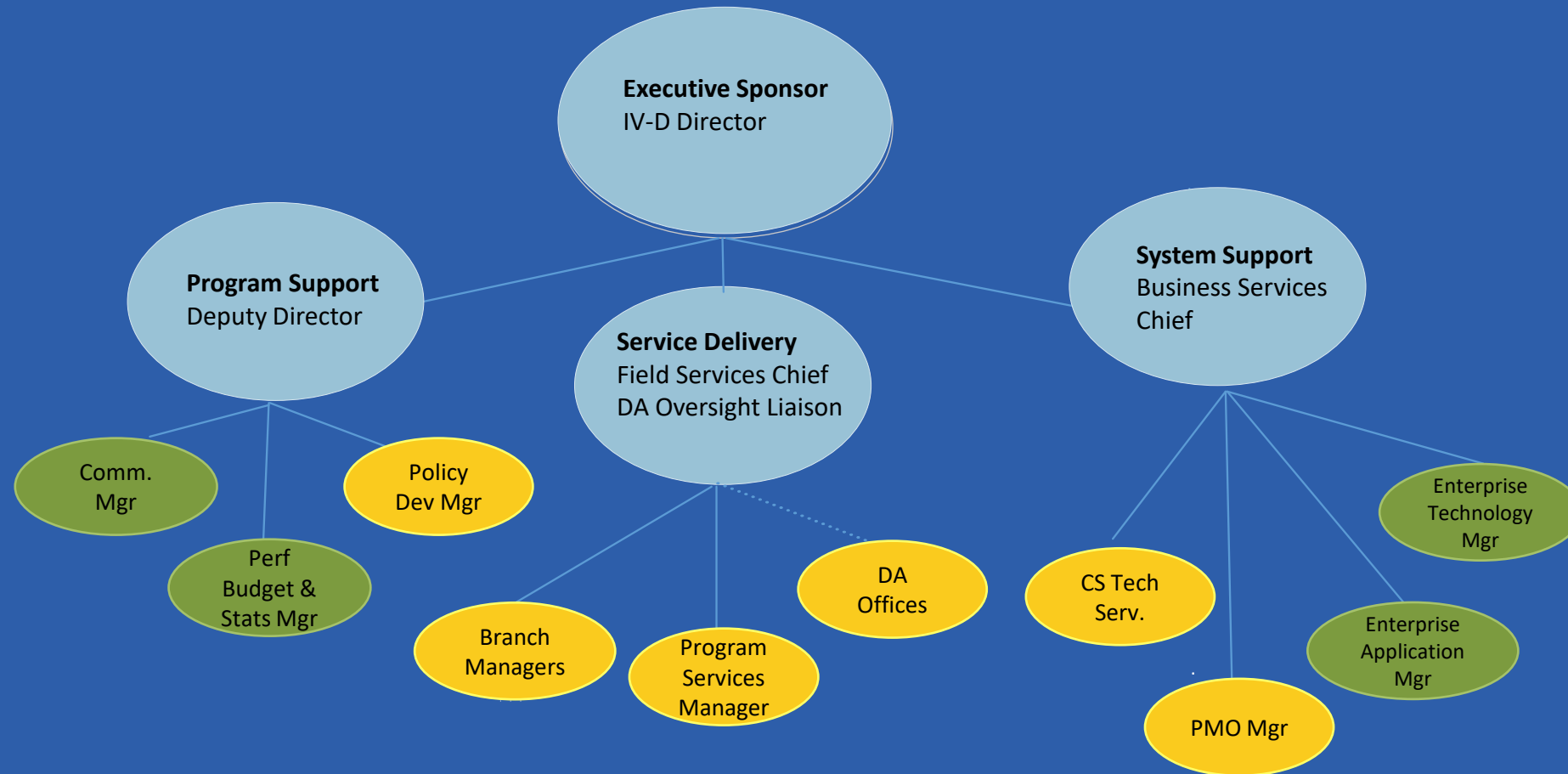
- ❖ Division of Child Support Executive Management
- ❖ District Attorney Office Liaison
- ❖ PMO leadership
- ❖ Technical staff management
- ❖ Business and Functional Management

OCM Team

- ❖ **Dedicated staff**
 - Organizational Change Manager
 - OCM Coordinator
 - OCM Coordinator
- ❖ **Program Advisors:**
 - Senior Management Team
 - Financial Services Managers (1)
 - Field Service Managers (2)
 - DCS case managers
 - ❖ Lead workers (2– DCS offices disparate geographies)
 - DA Case Manager
 - ❖ Lead workers or office supervisors (2)
 - Program Training Representative (2)
 - ❖ IM Contractor Training Manager



OCM Unit Organization - Oregon



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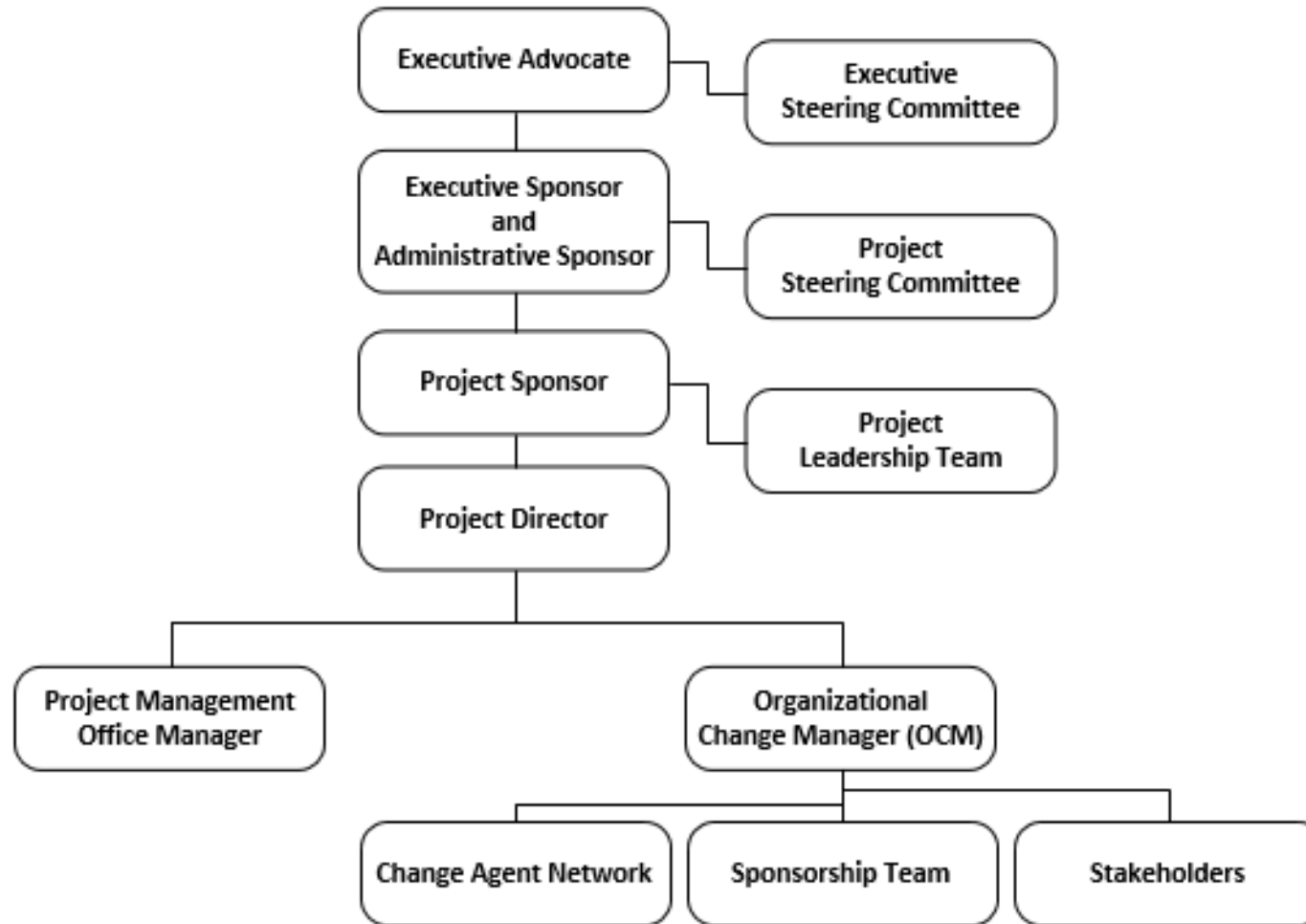
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OCM Unit Organization - Wisconsin

CHILD SUPPORT MODERNIZATION (CSM) ORGANIZATION CHART

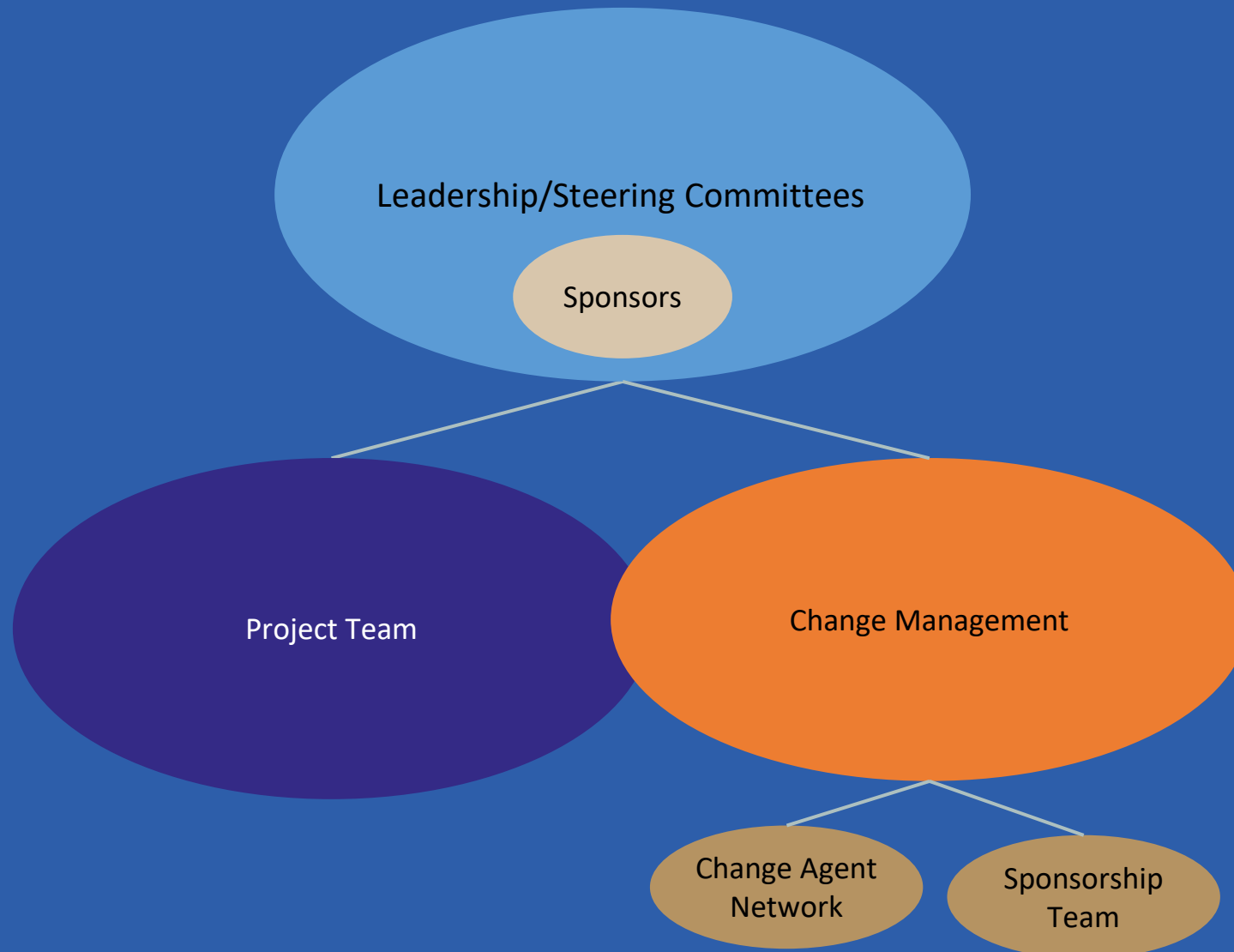


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OCM Unit Organization - Wisconsin



OCM Unit Organization – District of Columbia

- Selected a former CSSD Deputy Director (now consultant) as Project Manager to oversee and set the foundation for change
- Partnered with a trusted vendor team to provide national perspective and organizational change expertise
- Created an Organizational Change Unit to integrate functions into CSSD
- Developed a Resource Request Process to create a framework and forum for coordinated strategy and execution of multidisciplinary/
multilayered initiatives



Methodologies and Tools



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Methodologies and Tools - Oregon

- To achieve staff adoption of the new system multiple tools and plans were developed to guide the OCM team and staff
- Communications Plan – Used to help promote **Awareness** and **Reinforcement** of the change. Communications were varied and targeted to specific audiences
- Sponsor Plan and Roadmap – Used to promote **Awareness** and **Desire** to participate in the change
- Coaching Plan – Used to prepare managers and supervisors in understanding their role as coaches, adapt to the changes themselves, and develop change management competencies



Methodologies and Tools - Oregon

- Resistance Management Plan – Used to develop tools to effectively manage resistance to change, including templates and recommended processes to address the three avenues of resistance management
- Training Plan – Used to assist in the development of **K**nowledge and **A**bility. This plan included training needs assessments and identified gaps for each target audience



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Methodologies and Tools - Oregon

- [Play video from 0:00 – 2:50](#)



Methodologies and Tools - Wisconsin

- Build Sponsorship Team

Sponsorship Team

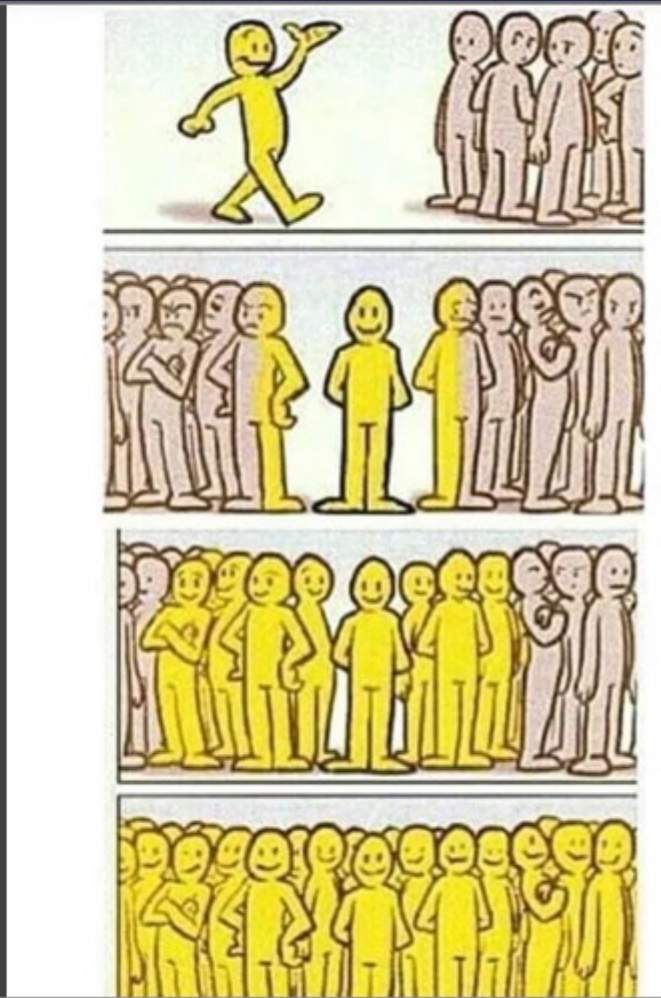
- Employee Facing (Managers, Supervisors, Directors)
- Actively and visibly participate throughout the project
- Build coalitions with peers
- Communicate directly with employees



Methodologies and Tools - Wisconsin

Child Support Modernization Change Agent Network

A group to build momentum and broad support for the Child Support Modernization Project by providing extended project support, enhancing communication, increasing change management knowledge, build project credibility and boost project ownership.



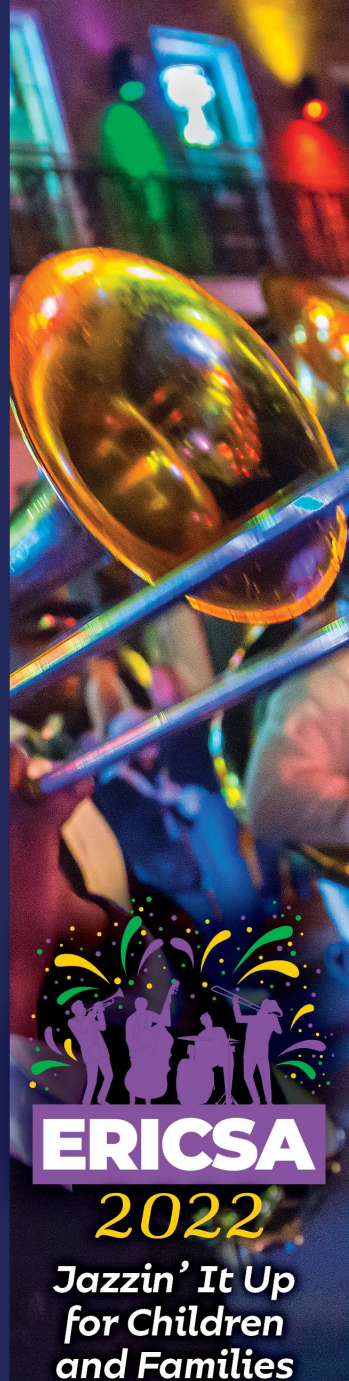
Methodologies and Tools - Wisconsin

- **Kick-Offs and Orientations**
- **Awareness Questions:**
 - Why is this change being made?
 - What would happen if no changes were made?
 - Who is impacted the most and who is impacted the least?
 - How will our work processes change?
 - How will our participants and customers experience this change?
 - How will this change our performance?
 - What barriers or obstacles do you foresee?



Methodologies and Tools – The District

- Initial BPR Project -- 3 Phases
 - As-Is Documentation
 - To-Be Visioning and Recommendations
 - Initial Plan Finalization and Execution
- Ongoing Communication
 - All-Staff Newsletters and Surveys
 - Multi-Level Staff Workgroup
 - Regular Schedule of Executive and Manager Meetings (even with executive leadership changes)



Lessons Learned



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Lessons Learned - Oregon

- Use various media to communicate, email works for some, but others need visual and short bites of information
- In person and regular site visits are critical to show commitment by executive leadership
- Use change champions to help support your OCM initiatives and involve them throughout the project lifecycle
- Identify change resistance early and focus more attention on those areas
- OCM is needed way beyond implementation



Lessons Learned - Wisconsin

- Create a universal understanding of Change Management
- All levels of leadership commitment is vital
- Continuously use your Change Champions and Sponsors as your voice
- Involve stakeholders early and often
- Manage resistance early
- Use OCM consistently for ALL changes (big and small)
- Evolve and implement a process for improvement



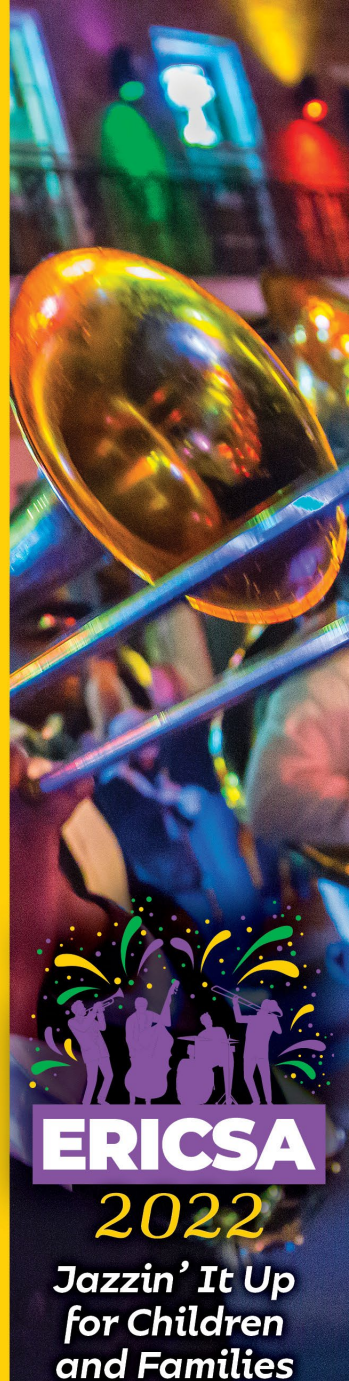
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Lessons Learned – District of Columbia

- CSSD made the right decision to identify an individual who could be solely focused on change leadership.
- Despite solid planning, expect obstacles, but maintain open communication with officials, staff, and other stakeholders (as appropriate) so they are aware of change initiative status on an ongoing basis.
- People often agree with change in theory but struggle when it affects them directly.



Encouraging Tips



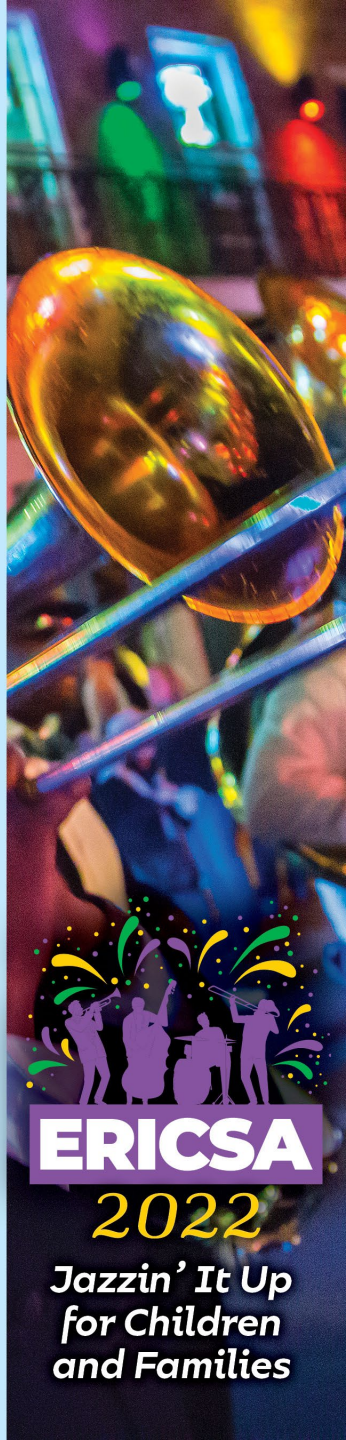
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Encouraging Tips - All

- An active and engaged executive team is critical to success, if your director is excited, your staff will get excited
- Most of your staff are excited and engaged. Make sure that you focus time on those staff and not just the resistors
- Keep Moving Forward 😊
- Change is not a switch – trust in the process
- Where possible, involve staff at all levels in identifying areas ripe for change and in developing possible approaches.
- Incorporate metrics into the process to track outcomes and inform ongoing decision making.
- It may be slow going at times, but don't give up!



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Now that you have heard the presentation, in one word,
what does Organizational Change mean to you?

 Mentimeter

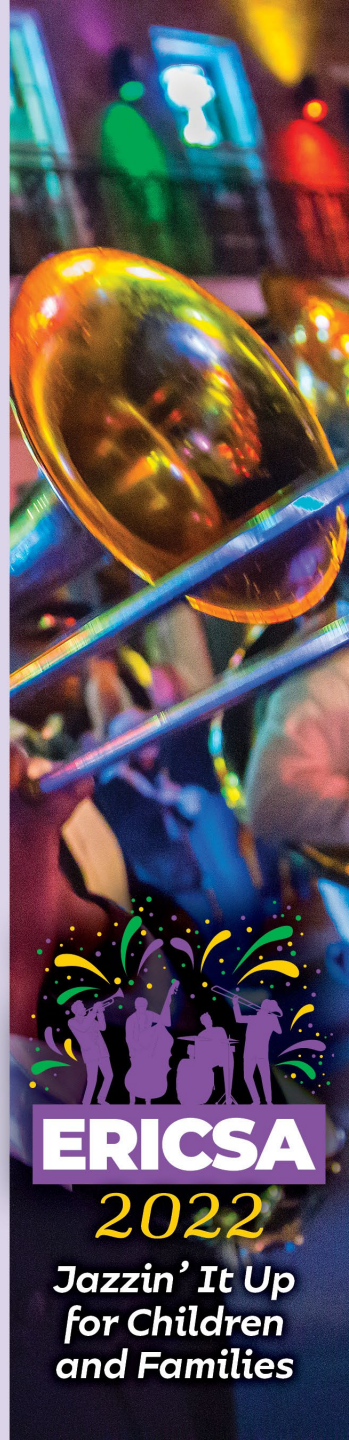


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QUESTIONS?



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