

A TOWN HALL DISCUSSION

UNDERTAKING AND SUSTAINING
CHANGE IN A CHILD SUPPORT
ORGANIZATION



The Path to Healthy Organizational Culture Change

HOW TO SHIFT YOUR PIE!



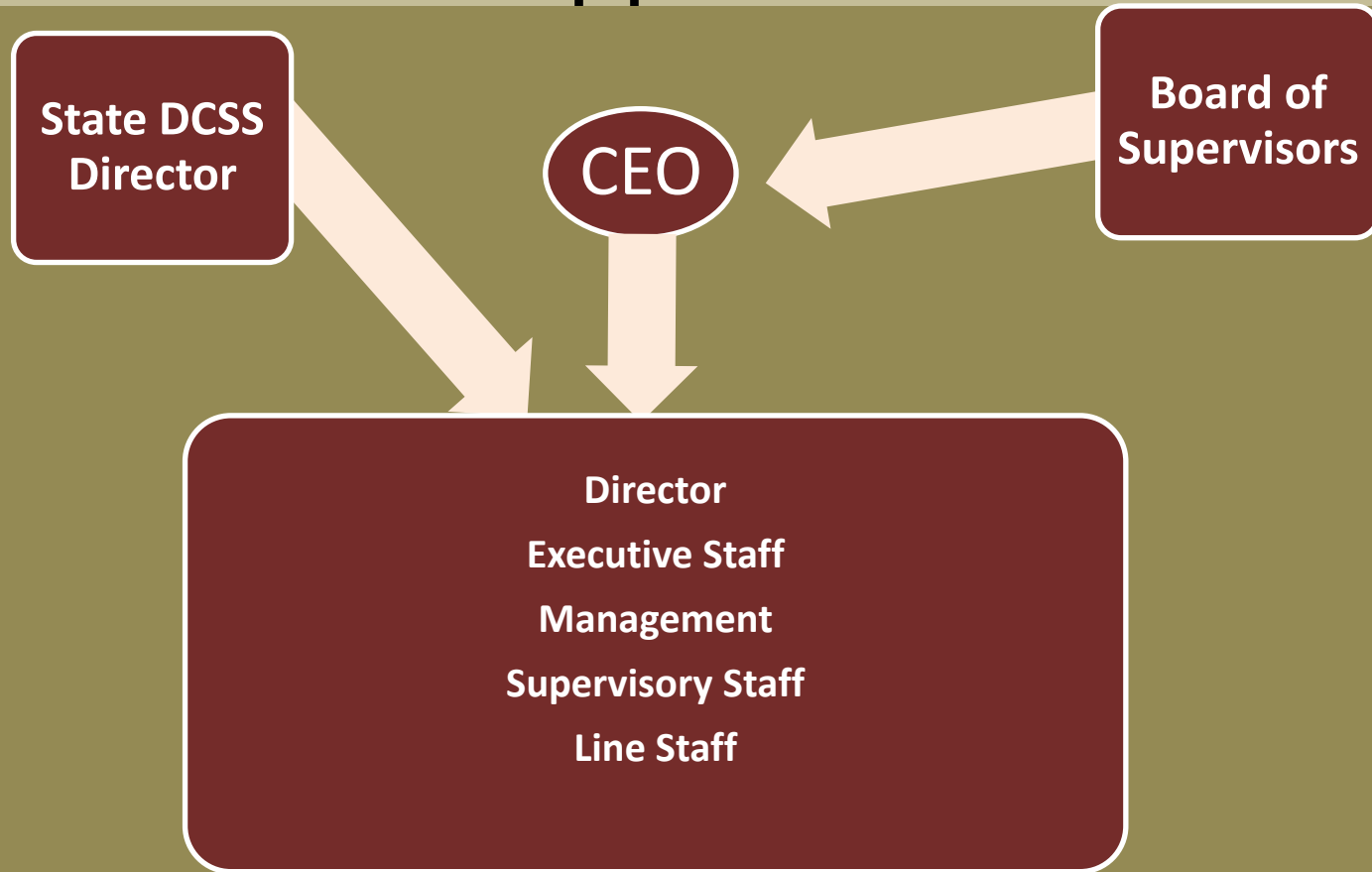
Agenda

- The Need for Cultural Shift
- Role Definitions/Expectations
- Organizational Competency
- Comparisons of Roles
- Communication Between Roles
- Organizational Hope

Changes are Everywhere

- There are many shifts occurring at Federal and State levels which have been impacting County level work for some time
- These shifts have created a demand for significant change in the typical business practices
- Agencies are attempting to respond proactively to these imminent changes
- Child Support Services being one

Stanislaus County Department of Child Support Services



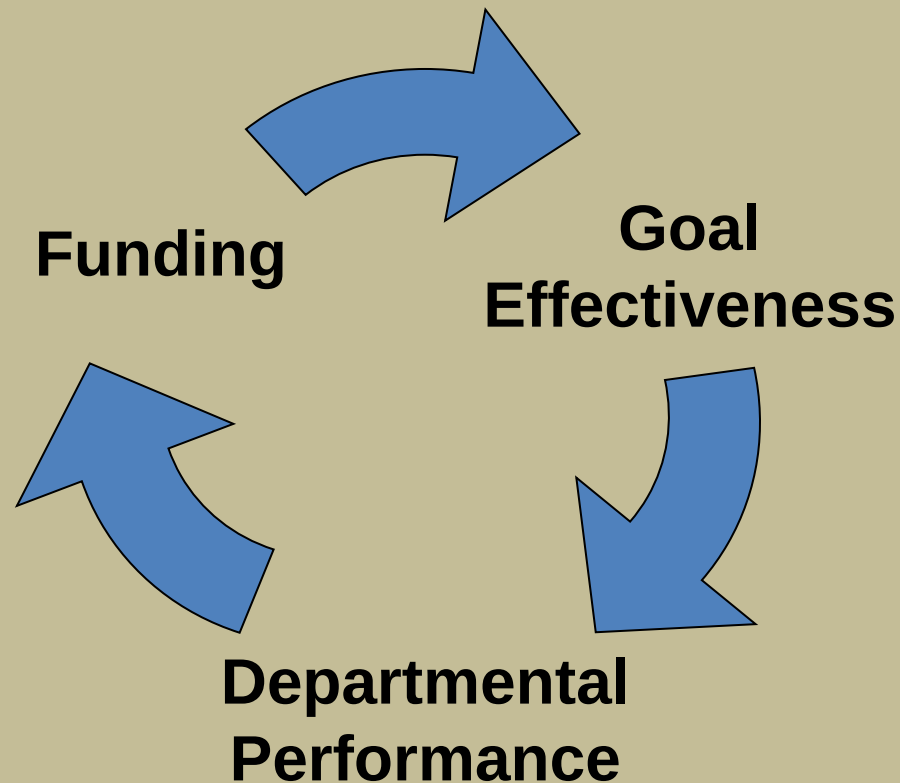
Changes are Everywhere

Customer Service

more cost
effective

higher
performing

Three elements that come under scrutiny during any type of change process:



Why Key on the Role Definitions?

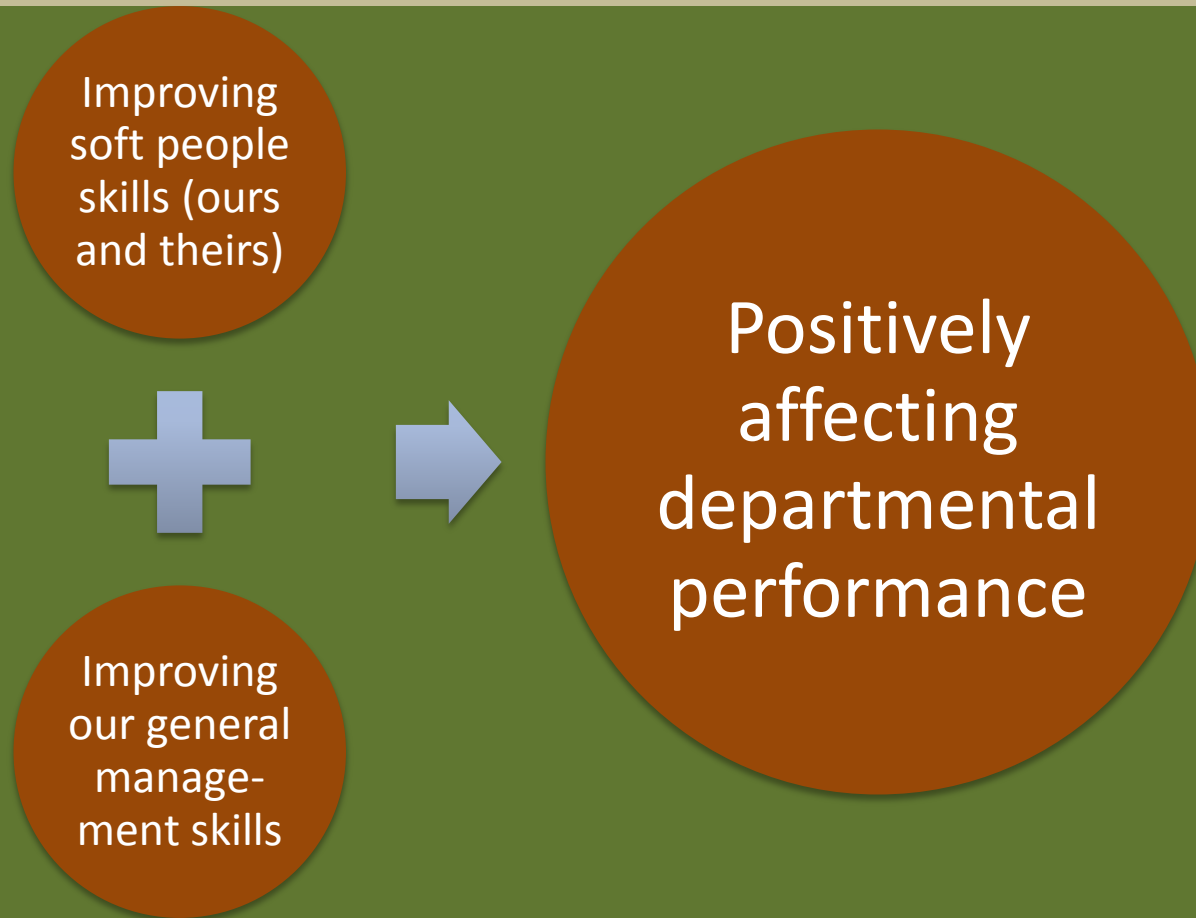
- Establish a framework that can be shared out
- Correct deficits in performance
- Clear any ambiguity
- Set appropriate expectations
- Ownership and accountability for the culture change

Need for Reinforcement

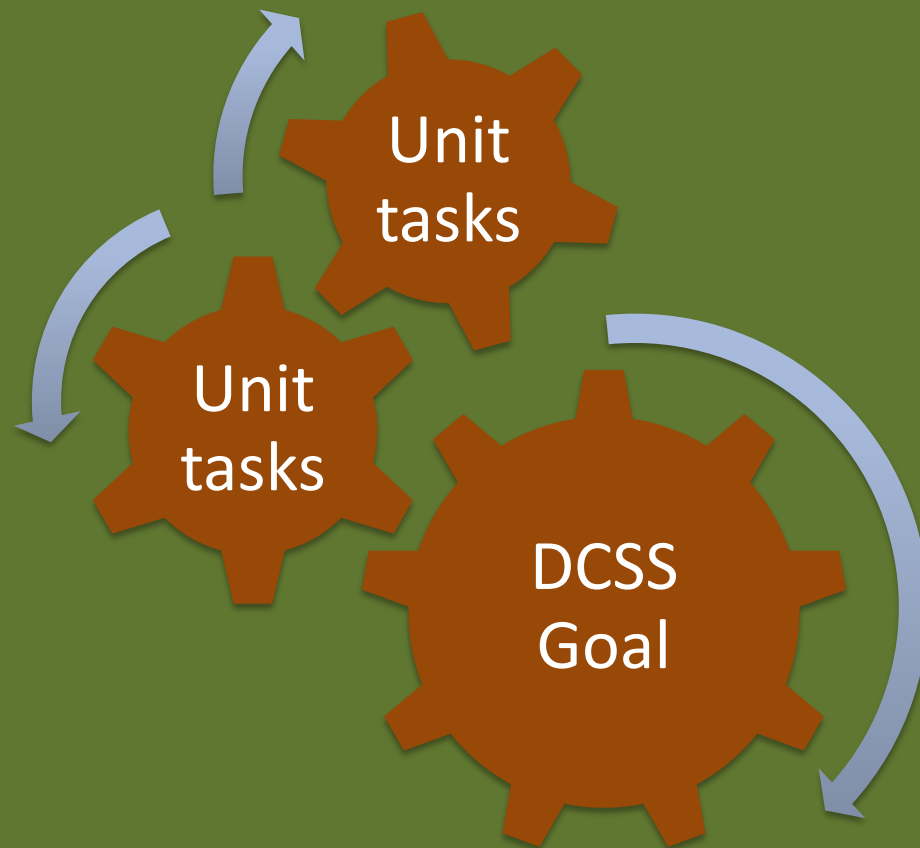
Executive Assessment and Observation

- Changing Resources
- New Assignments
- Incidents of Underperformance
- Budgetary Changes resulted in a lack of opportunities for development
- Retirements Created Deficits in Skill
- Territorial Walls

Managers Are to Be Significantly More Active in This



Breaking Silo Thinking



Changes are Everywhere

Two Themes Related to Departmental Performance:

- ✓ Improvement in soft people skills for all staff
- ✓ Improving general management skills

Leadership Competencies

- Leadership Competencies
 - What are they?
 - How do you use competencies for sustaining change?
 - How do you build capacity for increased competency in employees so change gets embedded in culture?

Leadership and Business Competencies

- Building Effective Teams
- Communication
- Conflict Management
- Customer Orientation
- Effective Decision Making
- Employee Performance Development and Coaching
- Ethics and Integrity
- Financial and Resource Management
- Managing Vision and Purpose
- Organizational Performance Management
- Strategic Management and Planning

LEADERSHIP & BUSINESS CORE COMPETENCIES

CORE COMPETENCY	UPPER MANAGER	MIDDLE MANAGER	FIRST LINE SUPERVISORS
Building Effective Teams	- Fosters an environment that encourages teamwork, supports group decision-making and builds good rapport with team members. - Encourages both teams and individuals to use resources and authority to make and execute decisions. Removes obstacles and barriers to team and individual authority. Holds individual team members accountable for contributing to team performance. - Understands team dynamics, how to motivate team members and the appropriate assignments for teams. Capitalizes on the strengths of individual team members and maximizes these strengths to create a balanced and well-rounded team. - Assists team members and individuals to look for opportunities for improvement and lessons learned when decisions do not produce anticipated results. - Coaches staff on how to assemble talented staff by hiring best people from inside and outside the County.	- Creates an environment that encourages teamwork and group decision-making. - Assists team with making and executing decisions and holds individual team members accountable for contributing to team performance. - Facilitates effective team dynamics by making individual team assignments that capitalize on the individual strengths and styles of each team member. - Recognizes team accomplishments. - Is adept at assembling talented staff by hiring best people from inside and outside the County.	- Supports an environment that encourages teamwork and group decision-making. - Assists team with making and executing decisions and holds individual team members accountable for contributing to team performance. - Recognizes and draws upon the individual differences and talents of team members. - Recognizes team accomplishments. - Is adept at assembling talented staff by hiring best people from inside and outside the County.
Communication	- Communicates complex information in a well thought-out, concise and easy to understand manner. Is comfortable communicating both orally and in writing in a variety of settings and styles that are tailored to the audience being addressed. - Communicates with others in an honest, direct and professional manner.	- Provides well thought-out, concise and timely oral and written information in a variety of settings and styles that are tailored to the audience being addressed. - Communicates with others in an honest, direct and professional manner.	- Communicates orally and in writing in clear, succinct and understandable ways. - Adjusts style to fit the audience. - Communicates with others in an honest, direct and professional manner.

Organizational Roles as the Catalyst for Change...Why Do It?

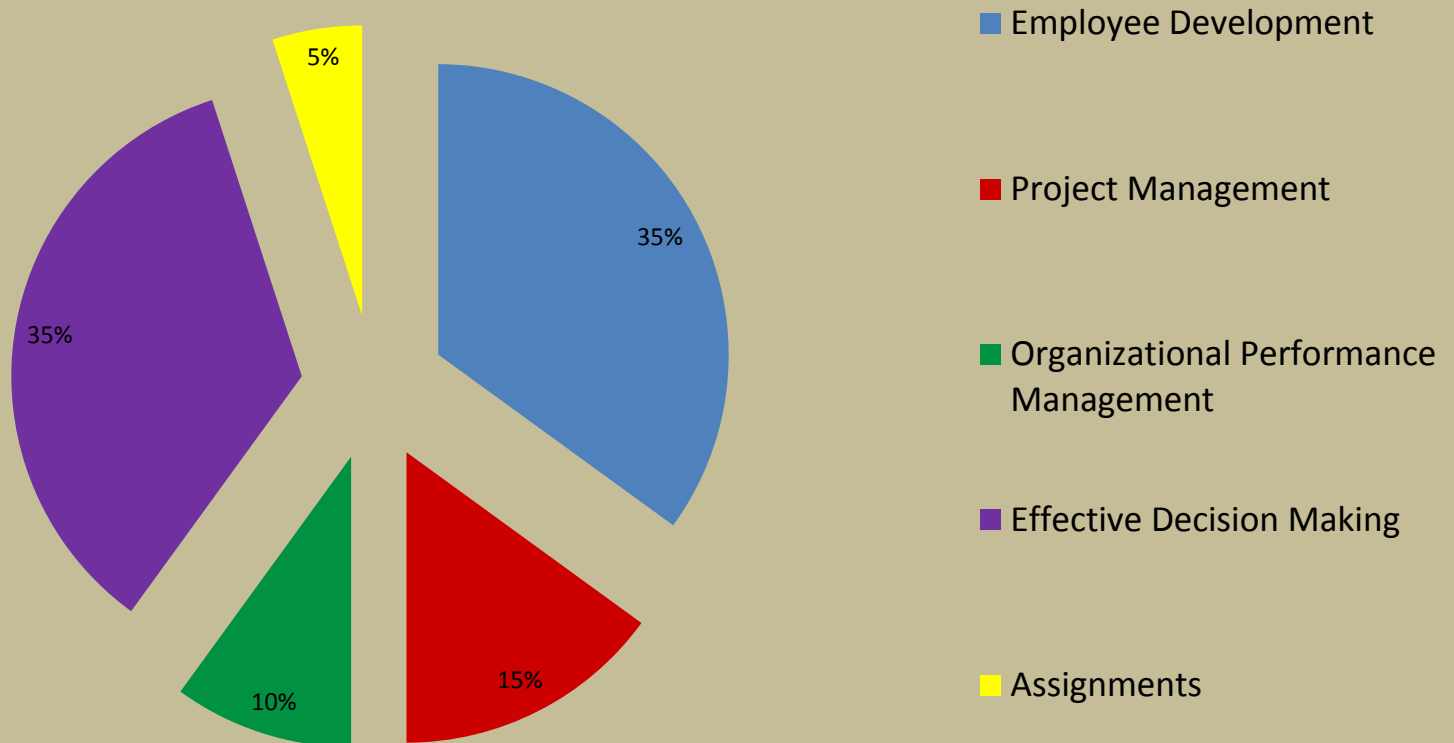
- What do people do?
- What do we want people doing?
- What competencies matter?
- How do we measure our effectiveness?
- Who is responsible for what outcomes?

Key Competencies for All Department Roles

- **Communication**
 - No Avoidance
 - Have One on Ones
 - Transparency
 - Instill Trust
 - Clear and Concise
 - Confirm Understanding
 - Controlled Body Language
 - Remove Communication Barriers

Manager III-Executive Staff

Manager III Performance Areas



Role Categories Defined

- Effective Decision Making
 - Set realistic milestones
 - Have controlled judgments
 - Question and challenge processes
 - Go out and find something that needs fixing
 - Be problem solvers
 - Stretch the limits

Role Categories Defined

- Employee Development
 - Formal Discipline
 - Human Resources Strategic Planning
 - Mentoring
 - Training
 - Providing Professional Opportunities
 - Addressing the Human and Technical Needs
 - Evaluations
 - Authorizing Funding

Role Categories Defined

- Assignments
 - Research (CSDA, County, State)
 - Surveys
 - CSE data
 - State Reports
 - State Workgroups
 - County Workgroups
 - County Trainings
 - RFP's,
 - Director and Assistant Dir needs

Role Categories Defined

- Project Management
 - Process Improvement
 - County Directives (Coop, Injury Management, Trainings, Automation)
 - New Technologies
 - State Coordination (COAP, SLMS)
 - Building Maintenance (HVAC)
 - Conversions
 - Building Moves
 - Board of Supervisor Priority Teams

Role Categories Defined

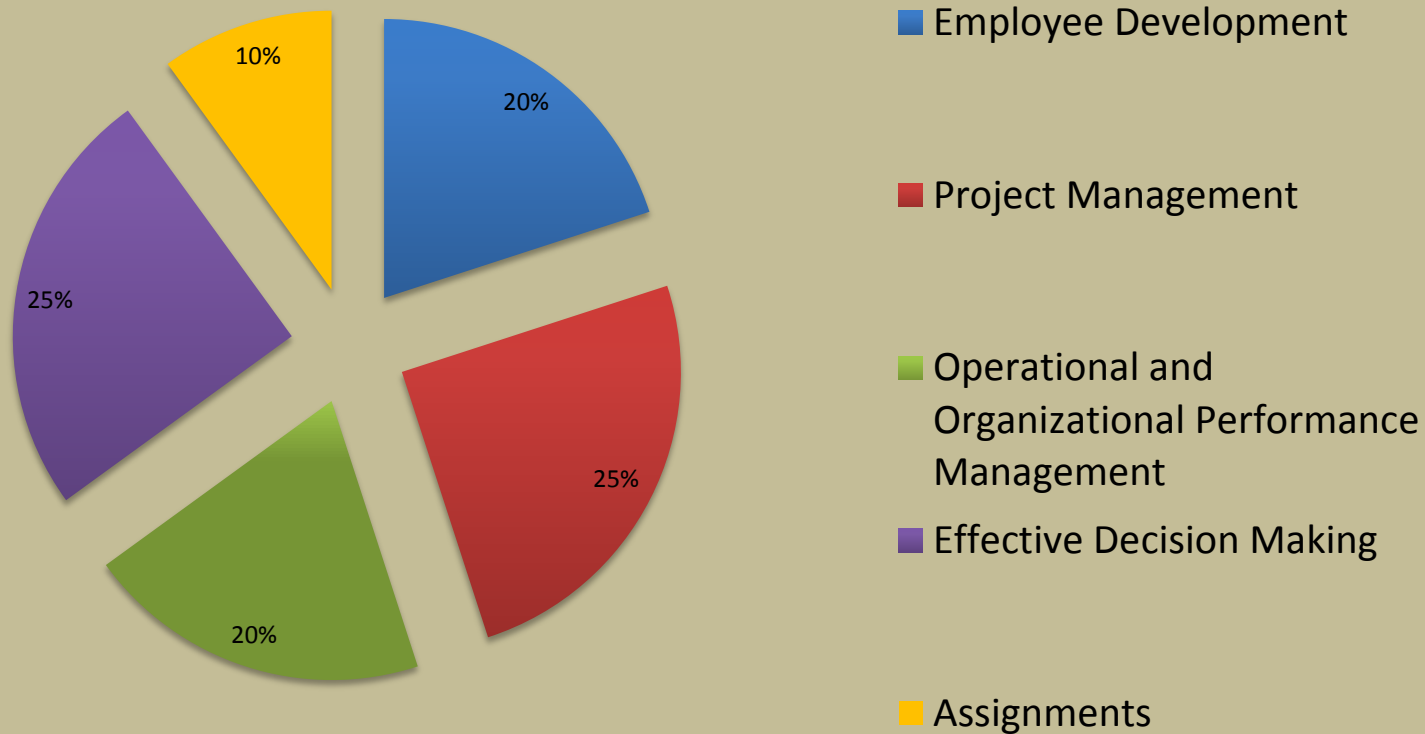
- Organizational Performance Management
 - Observe
 - Investigate
 - Fact Find
 - Measure
 - Report
 - Data Analysis

Manager I/II-Mid Managers

- Operational and Organizational Performance
- Assignments and Process Improvements
- Personnel and Staff Development
- Communication
- Effective Decision Making

What Does it Look Like?

Manager I/II Performance Areas



Mid Manager Role Categories Defined

- Operational and Organizational Performance Management
 - Responsible Over Supervisor Decisions
 - Maintain Overall Unit Strategy
 - Quarterly Reporting
 - Day to Day Activities
 - Preventative and Corrective Action of Employees
 - Provide Resources
 - Guidance and Authority
 - Staffing Rotations and Structure

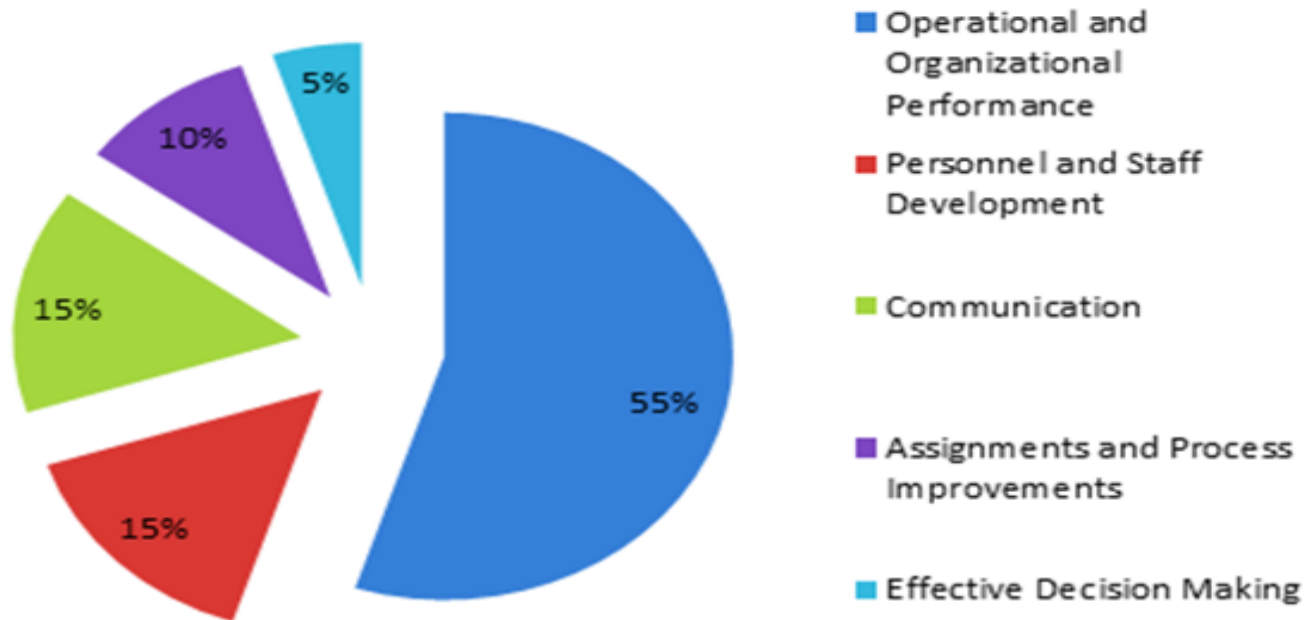
Mid Manager Role Categories Defined

- Employee Development
 - Formal Discipline
 - Corrective Action Plans
 - Mentoring
 - Training
 - Maintaining Documentation
 - Informal Coaching
 - Evaluation
 - Opportunities

Mid Level Supervisors

What Do They Do?

Mid-Level Supervisor Performance Areas



Mid Level Supervisor Role Categories Defined

- Operational and Organizational Performance
- Assignments and Process Improvements
- Personnel and Staff Development
- Communication
- Effective Decision Making

Mid Level Supervisor Role Categories Defined

- Communication
 - Peer to peer communication
 - Hold one on one meetings
 - Speak professionally in the workplace
 - See something, say something
 - Be transparent about concerns
 - Report needed improvements
 - Excel in negotiations

Mid Level Supervisor Role Categories Defined

- Operational and Organizational Performance
 - Work in Complex Environments
 - Troubleshoot with Staff
 - Handle Case Complaints
 - Schedule Daily Work Schedules
 - Maintain Coverage, approve timecards
 - Monitor Quality Assurance
 - Answer Staff Concerns, Coaching, Mentoring
 - Informal Discipline
 - Keeps the Wheels of the Organization Moving

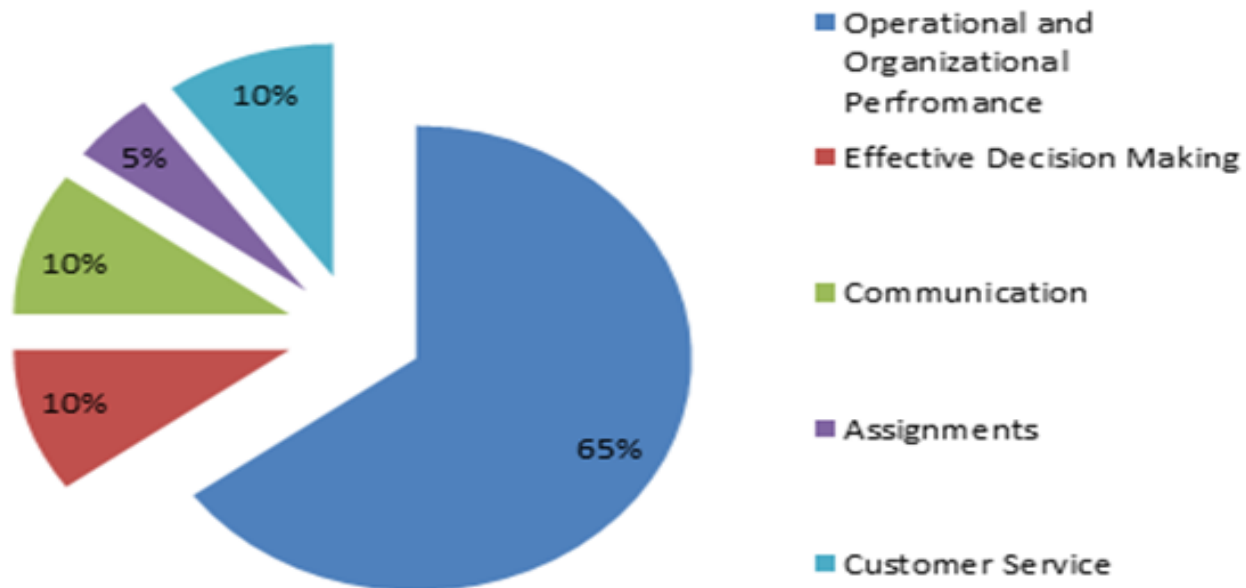
Mid Level Supervisor Role Categories Defined

- Assignments and Process Improvements
 - Surveys
 - State Reports and State Workgroups
 - County Workgroups and County Trainings
 - Assist Manager II/III with Special Projects
 - Recommend Changes to Attorney Work Product
 - Benchmark other agencies

Non-Supervisory Staff/Line Staff

What Does It Look Like?

Non-Supervisory Performance Areas



Role Categories Defined Non-Supervisor Staff

- Communication
 - Peer to peer communication
 - Speak professionally in the workplace
 - See something, say something
 - Be transparent about concerns
 - Report needed improvements
 - Excel in negotiations

Role Categories Defined

Non-Supervisor Staff

- Operational/Technical Skill
 - Responsible for day to day activities of classification
 - Work under the unit strategy
 - Interface professionally with customers
 - Perform the mission of the agency under the laws and regulations governing the child support program
 - Comply with all county and department policies and procedures

Role Categories Defined

Non-Supervisor Staff

- Assignments/Process Improvements
 - Surveys
 - State reports and state workgroups
 - County workgroups
 - County trainings
 - Participating in process improvement activities
 - Special case handlings at request of Supervisor/Manager/Executive
 - Cleanup Efforts/Special Projects

Role Categories Defined Non-Supervisor Staff

- Customer Service
 - Complex requests
 - Interviews
 - Special requests
 - Complaint cases
 - Assistance to other county partners
 - Walk ins
 - Assistance to other units

Communication Between Roles

- Acting at all times in the best interest of the organization
- Concentrate on values, not feelings
- Maintaining honesty
- Identifying solutions, not just problems
- Have a plan to transform your professional relationships into decided upon agreements
- Its NOT personal

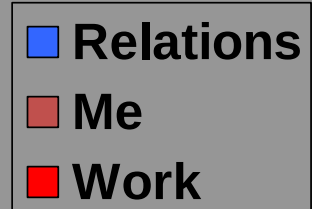
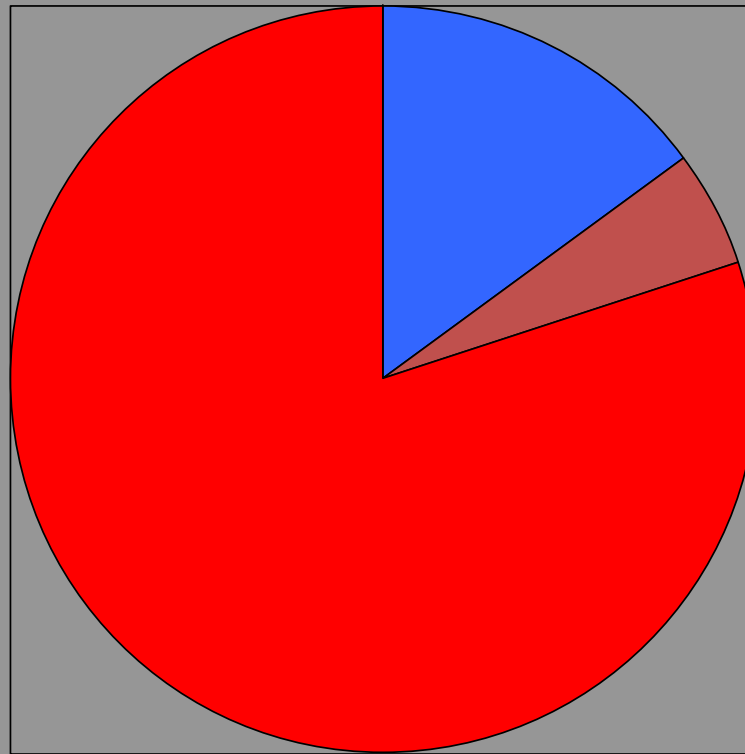
Communication Goals

- Use critical thinking skills when you communicate
- Solve the communication problem
- Strengthen the work relationship
- Be candid, respectful, and professional

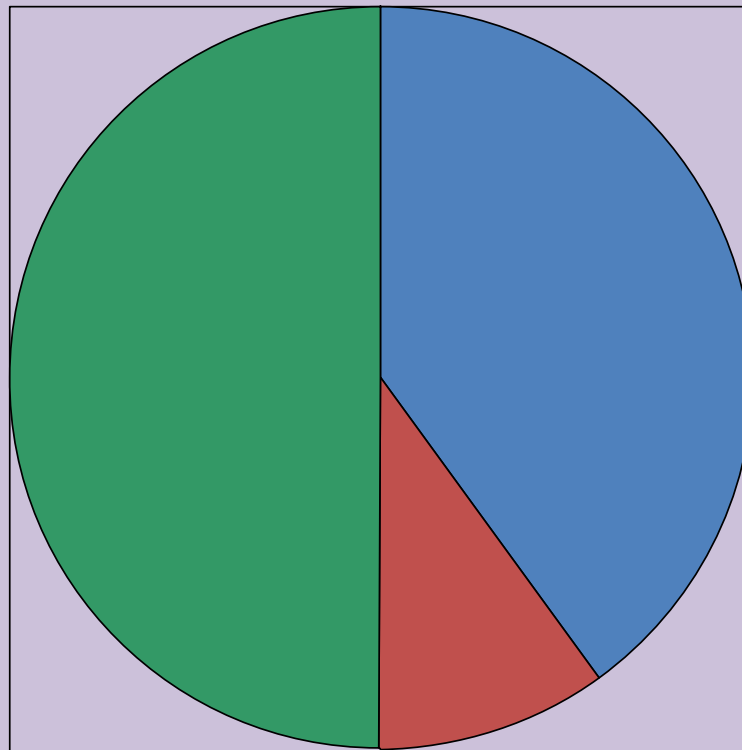
Leave and Refocus!



What Are You Doing ~~For~~ To Yourself ?



Ahh...That's Better



■ Work
■ Me
■ Relations

Leave & Refocus

- ☐ My work day is over – What ever was left or forgotten can be taken care of when I return
- ☐ So now –
 - ☐ “Where am I going?”
 - ☐ “Who am I going to?”
 - ☐ “What are the main tasks to be done there?”
 - ☐ “What are the relationships I need to nourish?”
 - ☐ “What might that nourishment look like?”

It is a long and slow process but the expected outcome is a change in organizational culture!

Customer Service

more cost
effective

higher
performing

Organizational Hope

- Hope has been heralded as a primary catalyst for human creativity, community and transformation.
- As places where people come together every day to plan out shared futures, organizations serve as primary forums for hope.



Organizational Hope

In Closing...

- People who hope take the stance that any reality whether events from the past, a difficult situation in the present, or an uncertain future—is always completely open to fresh interpretations and the discovery of possibilities.



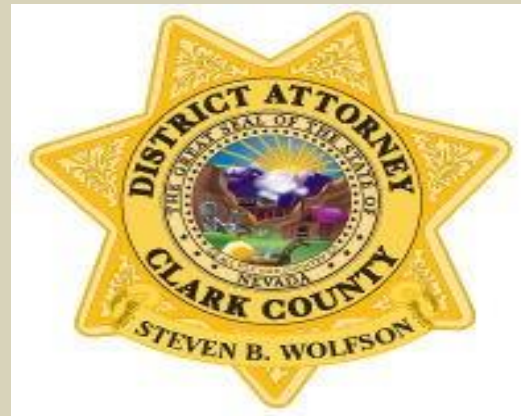
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District Attorney Family Support Division
Clark County, Nevada
October 3rd, 2016



NUMBER 54-GROUND FLOOR

THE “OLD WAY” OF DOING BUSINESS

- “Cradle to Grave” Caseloads-Silo’d-Doing some of the work
- Reactive Case Management-Mail, notices, letters-Put out “fires”
- Employee Hiring/Promotion-Seniority, family members, outcast transfers
- Employee Evaluations-Short, platitudes, skipped, not “real” evaluation
- Goals/Outcomes-Not set or wrong focus (“more \$, must be good”)
- Work Performance Volumes/Quality/Fed Timeframes-few standards

Number 54 - Ground Floor “The Old Way” (Continued)

- Case Manager Independent Judgment - Restricted by policy
- I.T. Assistance – Limited – Keep NOMADS going, basic workarounds
- No Reports To Work Caseloads - Just the Caseload itself (in part only)
- Belief – “I’m not a collector, I’m a case manager” (whatever that means)
- Staff Training – Basic NOMADS, basic framework – Then fend for yourself
- Supervisor/Unit Administrator Training – Non-existent

Number 54 – GROUND FLOOR

The “OLD WAY” (CON’T)

- Customer Service – What’s that? – “We’re very busy”
- The Lobby “White Phone” and “Why call when a letter will do?”
- Take it All to Court - Pat/Establishment, Enforcement, Modifications
- Playing “Man Behind The Curtain” With Customers – Engagement last
- Organizational Communication - Fragmented – No cohesive message
- Court Process – Lack of communication/direction/focus – Multiple hearings on same cases going nowhere
- Operations/Legal Department Relationships-Combative, fight to control Policy and Procedures

“CAN SOMEBODY HIT THE UP BUTTON?” (STARTING THE CHANGE)

Assured and positive Organizational Change travels from the ground up. To get it moving and be successful there must be a clear vision, mission, goals and clear direction of how to get there communicated by passionate leaders in a determined, measurable and believable way from the top down.

“NEXT FLOOR UP, PLEASE” (The Change in Motion)

Mission/Vision Statements for the Organization

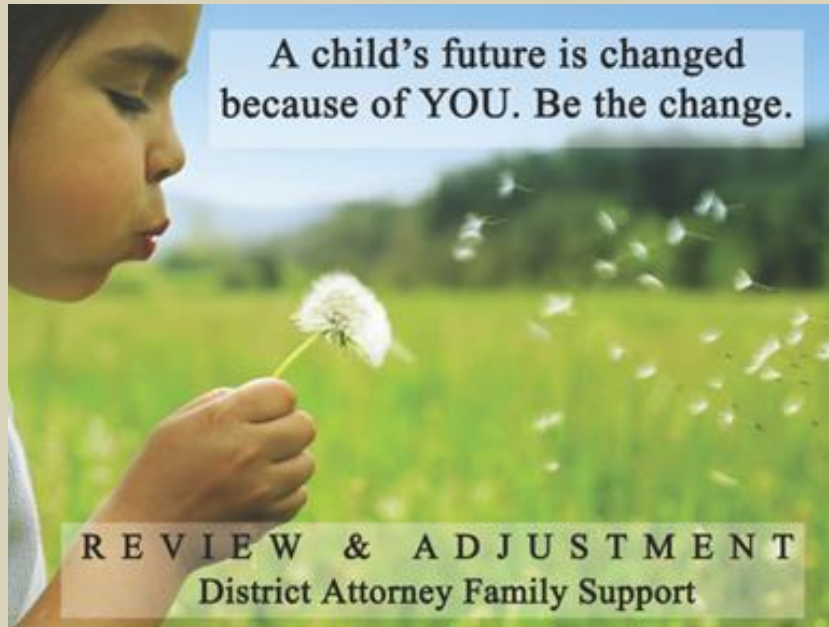
- Mission
 - Be The National Leader in Providing Superior Child Support Services
- Vision
 - Improve the Lives of Families by Engaging and Empowering Parents in Providing Continuous Support for their Children.

“NEXT FLOOR UP, PLEASE” (The Change in Motion)

- Team “Theme/Identity” Posters for Every Team



“NEXT FLOOR UP, PLEASE” (The Change in Motion)



“NEXT FLOOR UP, PLEASE” (The Change in Motion)

- Increased visibility of Director, Assistant Director and Upper Management Team on the floor at team meetings – Allows open communication, access to management, input from line staff, engage on a human level as people





“NEXT FLOOR UP, PLEASE” (The Change in Motion Continued)

- Reconfigured Organization into Units/Teams – Broke the “Cradle/Grave”
- Annual Strategic Plans - Every Unit/Manager has one for his/her teams
- Set clear objective goals/work requirements (volume/production of work, performance measure %) in writing with input from all levels – Tied to annual evaluations and favorable work schedules
- True Open door policy of all Managers with availability to all
- Regular Communication with Unit Administrators, Supervisors, Line Staff and telling them “the why”, laying out the roadmap for the work ahead
- Director and Assistant Director do quarterly All-staff meetings and annual “roundtable” meetings with smaller segments of staff – taking input and suggestions, making them part of the solution – Employee “invested” because being heard
- Proactive case management – using data, stratified reports, national best practice, independent judgment, stressing efficiency while maintaining quality (QC)

“NEXT FLOOR UP, PLEASE” (The Change in Motion Continued)

- Monthly Status Email/Wall Charts on Fed Performance Measure Progress – “See it, achieve it”. Progress toward goals discussed every All-Team Meeting.
- Recognize/publicly credit employees for their ideas
- Training re-design/enhancement - For Upper Management, Unit Administrators/Supervisors, Line Staff: Management Training (Team Powerhouse), Leadership Training (Soaring Eagles), Collections Training from private vendor, Mediation Training, MAGIC Customer Service Training, newbie team mentors, team and one-on-one meetings with Supervisor, cross-training and invites to other team meetings
- Employee evaluations – “real” and “truthful” - objectively measured performance outcomes, detailed, expectations/results laid out, goals set
- Accountability for performance mandated and enforced, yet always fair

“NEXT FLOOR UP, PLEASE” (The Change in Motion Continued)

- Put Customer Service and actual engagement with CP's and NCP's #1

CUSTOMER SERVICE STATEMENT

“Quality Customer Service is being responsive, respectful, and providing knowledgeable information while striving for customer satisfaction.”

“NEXT FLOOR UP, PLEASE”

(The Change in Motion Continued)

- Allow “job shadowing”, transfer process for employees to areas of “fit”
- Controlled things within our control – Accept no “excuses” not to perform
- Focused on outcomes not processes – processes changed to meet desired outcomes
- Implemented Early Intervention Process following 1115 Grant
- Implemented 4-Tier Call Center – freed up 30-40% of Case Manager time to work proactively

“NEXT FLOOR UP, PLEASE”

(The Change in Motion Continued)

- Outreach to Partners – Goodwill, Hope for Prisoners, US Vets, IV-A, Nevada Department of Prisons, 20 other non-profit community partners to assist customers additional needs
- UNLV and USC Interns – free assistance on SSD/SSI/Disability, medical/disability court, EI project, State Debt Forgiveness pilot
- Outreach to Court – Re-examined processes, studied outcomes, revamped calendars, strategically brought cases to court to Enforce
- Hiring/Promotion – ADA and Assistant Director on the panel to hire/promote type of person that organization needed to succeed – can teach child support, not personality or work ethic, caring, commitment, or character

“NEXT FLOOR UP, PLEASE”

(The Change in Motion Continued)

- Progress tracked monthly - Wall charts in every part of the Organization, monthly emails to staff, discussed at every All-Staff meeting – never lost
- Engage naysayers in projects/efforts/changes-neutralized their negativity
- Always project and emphasize the positive - Never let them see you sweat
- Unit Administrators and Supervisors to “Vent” in a straight line or upward
- CELEBRATE – Hitting incremental and major goals – even the small victories – Creates and maintains positive upward momentum

“NEXT FLOOR UP, PLEASE” (The Change in Motion Continued)

- Continuous Positive Reinforcement for Staff/Awards - “Making a Difference” Certificates, Incentive Hours and Employee Appreciation Committee)
- I.T. Unit developed new and better tools (CMT, QC, and Go To Court) to work around NOMADS and stratify caseload to allow for targeted Enforcement, Modification and Closure, ease of QC, and easier Court Prep

“Soaring Eagle Enterprises”

Leadership Program

- Approximately 90 staff members comprised of clerks, leads, supervisors, attorneys and upper management have graduated from the program
 - Enhance communication skills
 - Work together to achieve organizational goals
 - Augment strong, healthy working relationships
 - Gain Trust between staff and management
 - Employees who are encouraged and developed are more likely to stay with your organization

Leadership Group Projects

- Simplified signage in our lobby and created new brochures in English and Spanish
- 2,002 items of clothing donated to Goodwill and Hope for Prisoners-“Dress for Success”
- Bake sale, raffled and money donations to purchase cosmetics and hygiene products for “Brandolyn’s Gift” at Child Haven.
- Designed Children’s Activity Coloring Books for our lobby

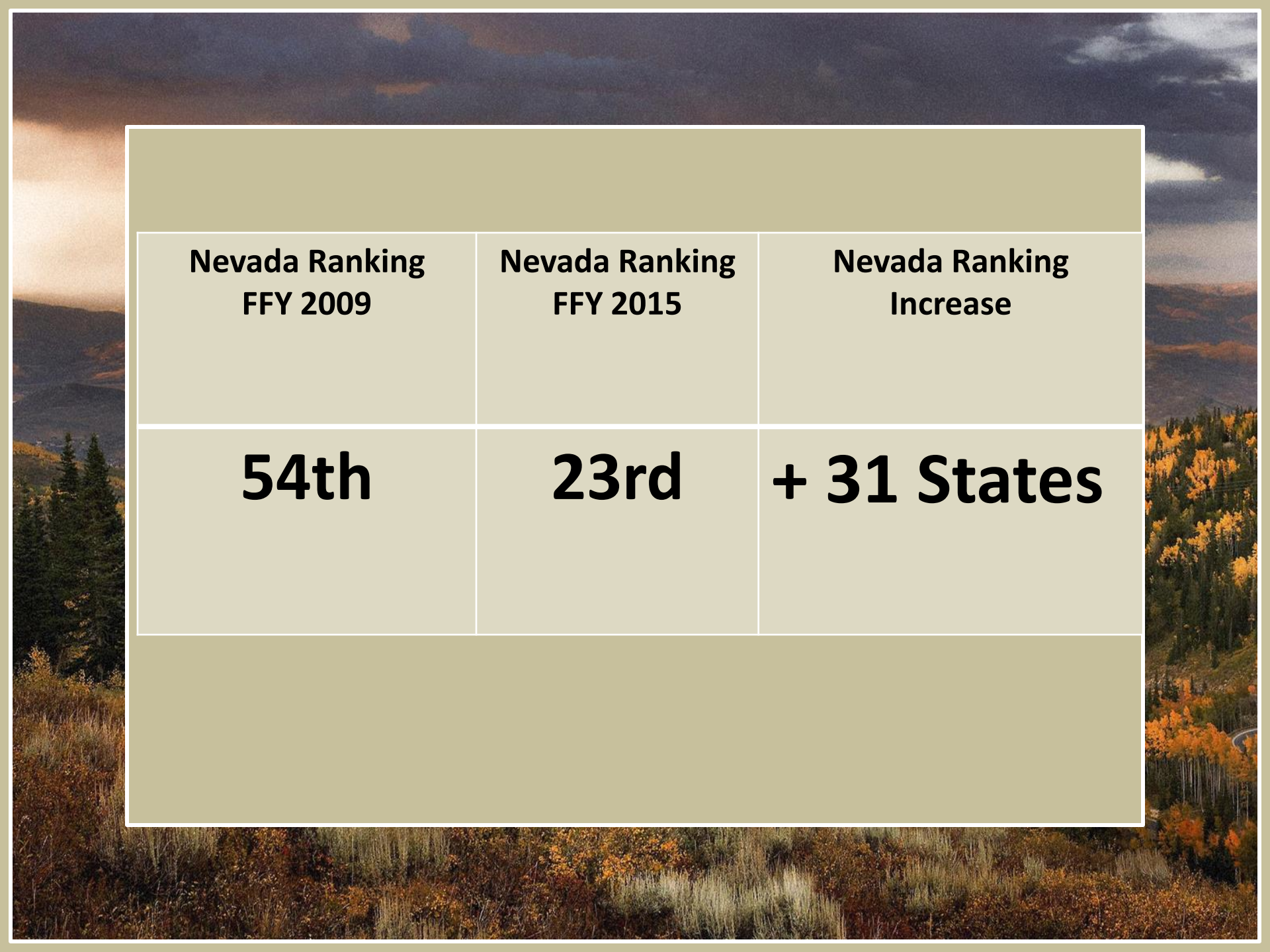
Leadership Group Projects

- Environmental cleanup at “Valley of Fire” State Park
- Up Next: Habitat for Humanity-Building Houses in Las Vegas

SO DOES THIS CHANGE
STRATEGY ACTUALLY WORK?

CLARK COUNTY PERFORMANCE MEASURES

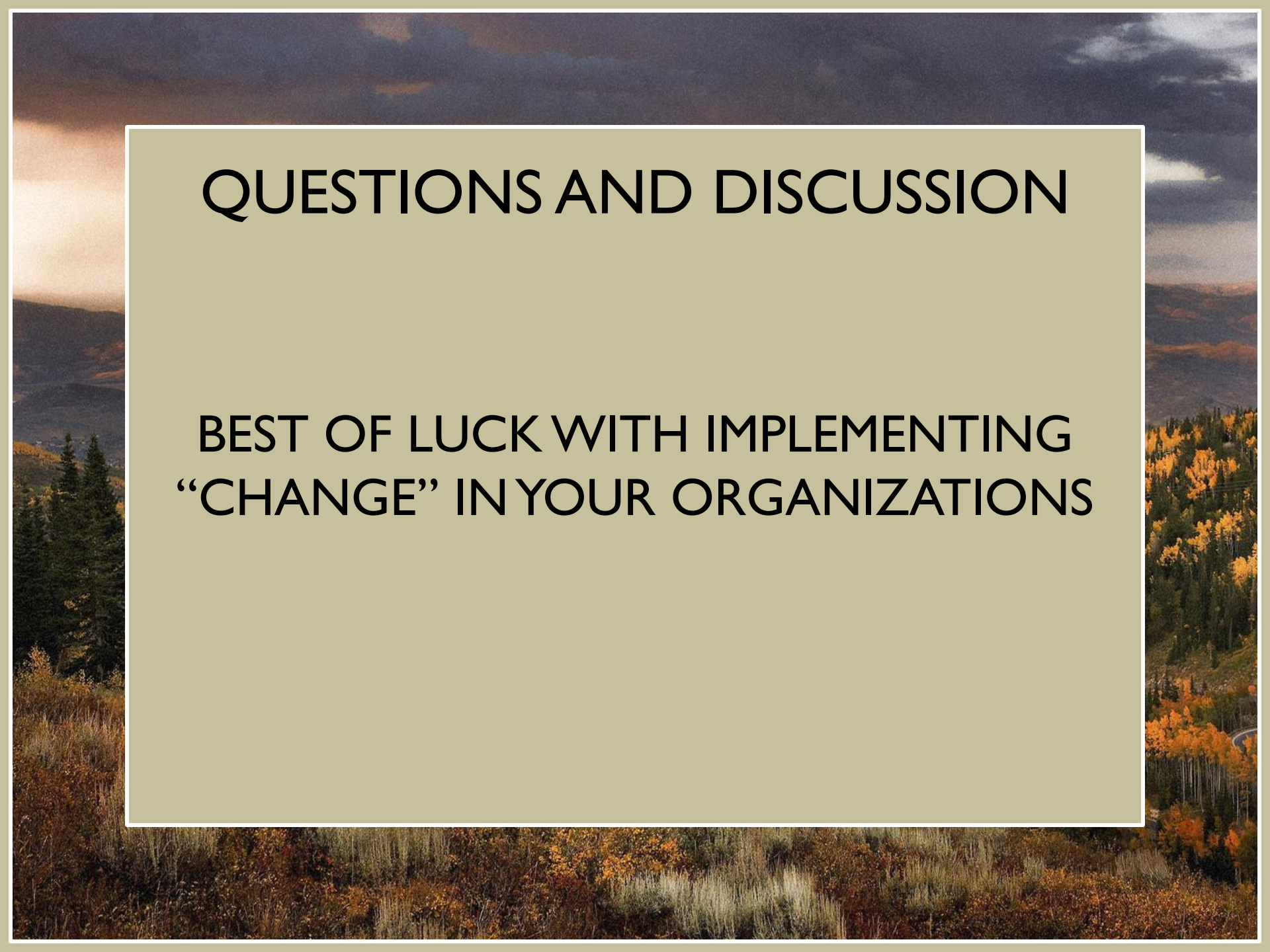
FEDERAL PERFORMANCE MEASURE	FFY2009	FFY 2015	% Increase
Paternity Establishment	79.00%	119.45%	+51.20%
Order Rate	66.40%	86.65%	+31.49%
Current Support Collections	45.30%	65.48%	+44.54%
Arrears Collections	50.20%	65.75%	+30.97%



Nevada Ranking FFY 2009	Nevada Ranking FFY 2015	Nevada Ranking Increase
54th	23rd	+ 31 States

MANAGEMENT RESOURCE BOOKS

- What You Accept is What You Teach: Setting Standards for Employee Accountability- by Michael Henry Cohen
- Lead Well-The Ten Competencies of Outstanding Leadership-by Tim Schneider
- What Got You Here Won't Get You There-by Marshall Goldsmith
- The FIVE Dysfunctions of a Team-by Patrick Lencioni



QUESTIONS AND DISCUSSION

BEST OF LUCK WITH IMPLEMENTING
“CHANGE” IN YOUR ORGANIZATIONS

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