



Modernization is Not Just Technology: Rethinking Your Work

September 20, 2023

1:30PM – 3:00PM





Meet Our Speakers



CSSD's Change Management



Scope and Timeline

Nov 2018	• BPR PM Start/Preliminary Work Launch
Jan 2020	• BPR Vendor Start/Project Initiation
Jan – Feb 2020	• As-Is Documentation
Feb – Apr 2020	• To-Be Documentation
Apr – Sept 2020	• Implementation Plan & Base Year End
FY '21 – FY '22	• Initial Implementation (13 Projects)
FY '23	• “BPR Project” End & Pivot to Continuous Improvement



Resource Request Process Highlights



Resource Request	Directors' Initial Decision	Partners' Intro Conversation	Project Activity	Project Closeout
• Online request • Applicable to requests involving HR, IT (non-Help Desk), Policy, and/or Training	• Preliminary decision re: ▪ Moving forward (accept, explore, or reject) ▪ Integral partners ▪ Activity owner	• Meeting to: ▪ Explain request ▪ ID possible related activity ▪ Determine actual resource needs ▪ Reaffirm/reset acceptance and priority level ▪ Assign actions	• Project meetings • Minutes submissions • Action item completion • Tracked progress	• Wrap-up meeting • Final meeting minutes • Confirmation of completed activity • Project completion notation





Staffing Strategy: Background and Approach

BACKGROUND

- After the realignment of the organization as a result of the BPR recommendations, CSSD identified a need to:
 - **Re-evaluate** the current staffing of the organization due to changed workflows and responsibilities
 - **Examine** how, in a more virtual work setting, the units should be staffed to best meet organizational priorities
- CSSD identified a related need to evaluate unit and individual worker productivity based on available data to understand how to improve the worker and the agency's performance

APPROACH

- **Assess current staffing** of each unit and compare # of FTEs per unit with other states¹ and against the amount of work coming into each unit per month
- **Understand and assess current worker productivity** tracking and reporting for each unit
- **Develop recommendations for staffing** of each unit
- **Develop recommendations for better understanding and increasing worker productivity** with the goal of improving the federal performance measures

1. D.C. was compared to the following states with similar caseload sizes: MT, ND, NH, RI, SD





Colusa Sutter Yolo Regionalization



- Agency Identity
- Organizational Structure
- Business Process Analysis and Documentation
- Change Management
- Training
- Caseload Integration
- IT Infrastructure

Purpose: Increase efficiency and improve service delivery of the Title IV-D Program



Operational Assessment

Guide the design and development of a regional model for child support service delivery that is efficient, engages employees, achieves performance outcomes, is aligned with current funding, and ultimately better serves the children and families of the three counties.

- **As Is** – Document the current processes in each LCSA and provide an evaluation as to how those processes could be improved; whether that be through regionalization, adopting best practices of other county or state child support programs, or some other means.
- **To Be** – Identifying each LCSAs current business processes, determining how the current processes could be improved, and envisioning how a regional model could result in a more efficient, cost effective and customer service focused delivery of child support services.



Strategic Planning

Navigating Pitfalls/Challenges

- Size of the project
- Bandwidth of staff, particularly leadership team
- COVID-19
- IT Complications

How do you know when you are done

- Establish clear project deliverables and milestones, adjust if needed
- Regularly evaluate outcomes



Lessons Learned

How did you approach revisiting prior decisions?

- Supervisor led/subject matter expert small groups

What would we have done differently

- Designate a lower-level Agency Project Manager for Business Process Analysis
- Memorialize business process decisions sooner
- Although establishing consistent positive regional culture was critical, consider a separate path and plan outside of the regionalization effort
- A predesigned process to revisit business process decisions



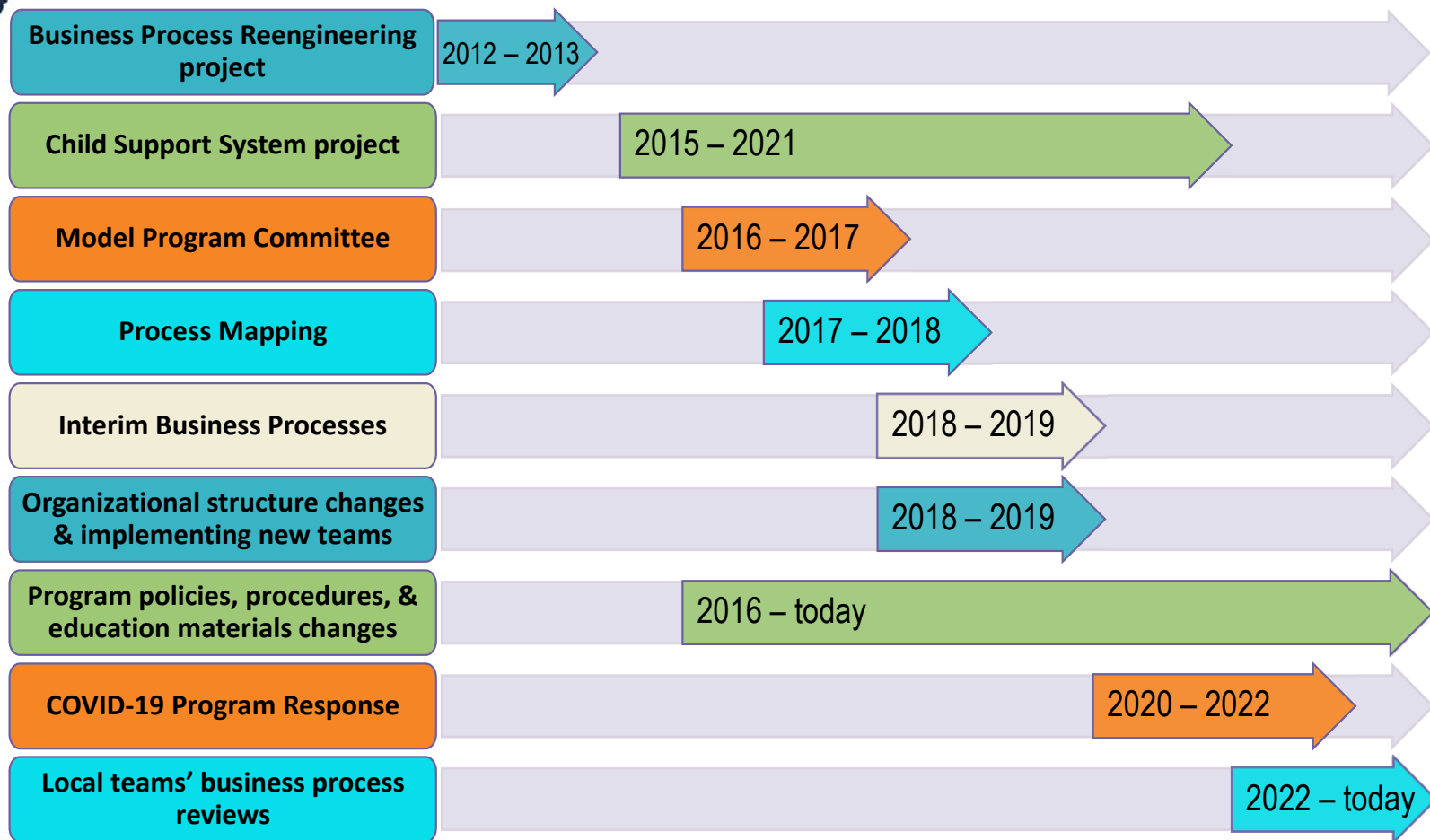
Oregon's BPR and beyond

- Oregon's Business Process Reengineering (BPR) project was just the beginning and it helped us create a vision for the program we aspire to be
- Opportunities for transformation
 - System modernization
 - Organizational structure
 - Business processes
 - Policies, procedures, and education
- Thoughtfully becoming our model program through an integration of ideas, concepts, people, teams, and automation





Oregon's trail... one step at a time





Oregon's trail... Model Program Committee



Planning for and implementing new teams



Changes to organizational structure and roles



Security roles for our new system



Business process workflows



Centralizing and decentralizing work items



Speaker Questions

Onset vs. Post

- How did you navigate the pitfalls of falling back into the same processes?
- How do you know when you are done?

Strategic Planning

- What was something that attributed to the success of your project?
- How did your level of involvement, leadership, and staff play into the process?
- What was your experience with resource constraints, and how did you navigate them?

Lessons Learned

- What was something that you would have done differently? What are you doing now to reenforce the change?
- What did it look like to wear multiple hats throughout the process and how did you handle it?
- How did you approach revisiting prior decisions?



Speaker Questions

Onset Vs. Post

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Questions?