



COLORADO

Department of Revenue

Division of Motor Vehicles

Organizational Change Management (OCM)



DMV Environment

- Changes to budget process - State Measurements for Accountable, Responsive, and Transparent (SMART) Government Act.

- LEAN – Continuous Process Improvement

- New Legislation / Federal Regulations

- Customer Feedback / Expectations

- New Technology



Continuous
Change

Research Finding

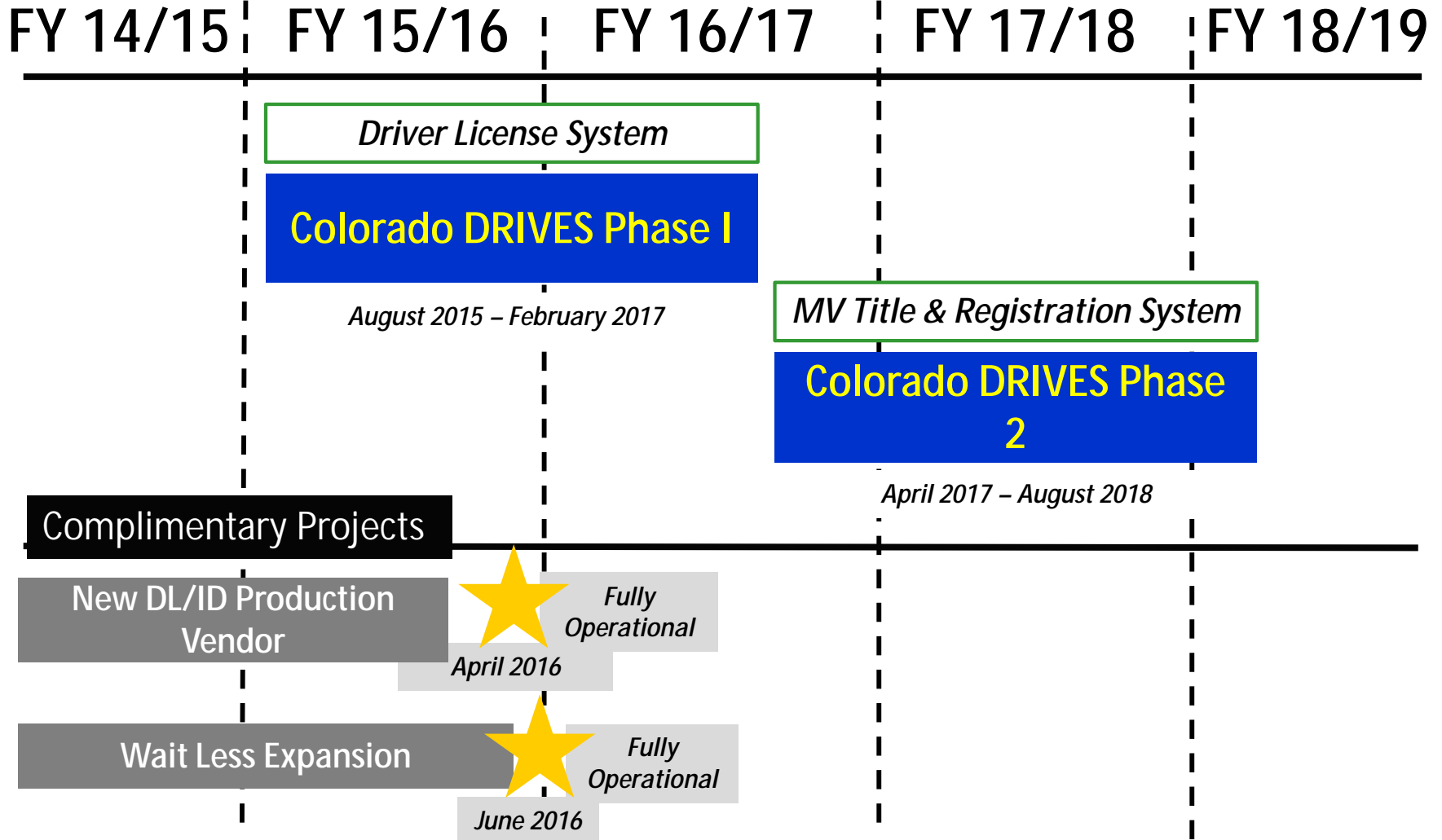
The number one obstacle to success for major change projects is employee resistance and the ineffective management of the people side of change

Data from 327 companies undergoing major change projects;
Prosci Best Practices in Business Process Reengineering benchmarking study.

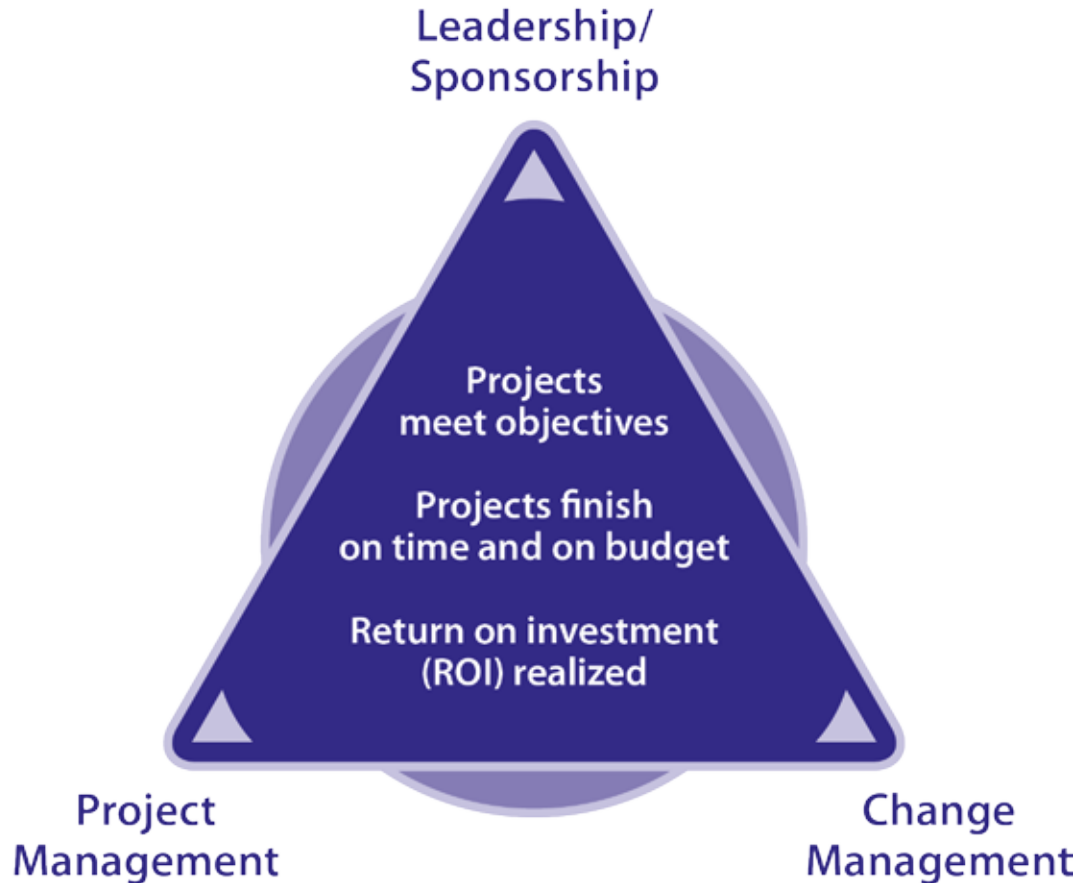
Colorado DRIVES Project

- § Replaces legacy, independent, DMV IT driver and vehicle services systems
 - Ø Driver License System – 1995
 - Ø Title & Registration System - 1986
- § Part of a comprehensive, multi-year strategic plan to reduce wait times
- § Directly impacts 1,842 State and County employees and over 3,700 external stakeholders
- § Impacts 64 County Clerk and Recorders and 139 separate organizations
- § Keen interest from the Executive and Legislative Branches of State Government

DRIVES Project Timeline



DRIVES OCM Model



Prosci® PCT™ Model

- DMV Strategic Plan and associated Operating Plans
- Key Organizational Changes
 - Department PMO
 - Communications Specialists
 - Additional Training Staff
 - Management Team Hiring
- LEAN (Process Improvements & Culture Change)
- Monthly performance metrics reporting
- Outreach to County Clerk and Recorders
- Engagement with Legislative Committees

Colorado OCM Experience

- DMV leadership level organizational change management (OCM) work began 3 years before the project
- Recognized need for OCM, but did not properly assess project requirements
- Initially, leveraged very capable change management resource provided by vendor
- Identified staff and sent to CM (Prosci) certification training
- Created cadre of CM trained staff on project and in the DMV
- Change management process was important to the success of the implementation of the first phase and commencement of the second

Preparing for Change

Phase 1 Preparing for Change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

- Assess the nature and scope of the change
- Determine the groups that will be impacted by the change
- Evaluate CM resource requirements and organizational relationships
- Assign individuals CM roles and responsibilities
- Provide CM Training as necessary
- Assign leaders across the organization as sponsors of change

Phase 2 Managing Change

Develop change
management plans

Take action and
implement plans

- ü *Change Management Plan*
- ü Communication plan
- ü *Leadership* roadmap
- ü *SME* Coaching plan
- ü Resistance Management
Analysis and Strategy

DRIVES Phase 1 OCM

Objective – All employees / stakeholders prepared for implementation

Awareness

Desire

Knowledge

Ability

Reinforcement

Activities used to achieve Objective:

Communications

Websites

Newsletters

Posters

Outreach

- Traveling Roadshows
- Lunch & Learn
- OCM Leadership Meetings
- Conference Calls

Assessments

- Employee Surveys
- Manager Assessments

Leverage
Leadership

Training

- Employees
- Managers
- Stakeholders

Reduce
Resistance
to Change



Top 5 Improvements for Driver License:

- 1) Automatic Customer Age Calculation
- 2) Automatic Customer Address Verification - (No more "City Flips!")
- 3) Less Memorization = Reduced Training Time!
- 4) Improved online E-Services = Fewer Customers in line at the office
- 5) Fewer logins to memorize, as more systems are included in DRIVES

Training Information

Did you know? You will not only learn from CBT's, you will also get two full days of hands on training prior to rollout!



Learn more about the Colorado DRIVES project by reading *The Journey* newsletter!
Questions about Colorado DRIVES? Give us a call! 720 947-6063



Highlights

- 1) Project go-live date
- 2) Top 5 improvements with new system
- 3) Training information
- 4) Contact info and reference to project newsletter

For More Information Contact:

Michael Dixon

Michael.dixon@state.co.us

Deanna Davis

Deanna.davis@state.co.us