Organizational Change Management (OCM)
• 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
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.
Replaces legacy, independent, DMV IT driver and vehicle services systems
   - Driver License System – 1995
   - 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

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<thead>
<tr>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
<th>FY 17/18</th>
<th>FY 18/19</th>
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<tr>
<td><strong>Driver License System</strong></td>
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<tr>
<td><strong>Colorado DRIVES Phase I</strong></td>
<td>August 2015 – February 2017</td>
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<td><strong>MV Title &amp; Registration System</strong></td>
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<td>April 2017 – August 2018</td>
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<td><strong>Complimentary Projects</strong></td>
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<td>New DL/ID Production Vendor</td>
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<td>Fully Operational</td>
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<td>Wait Less Expansion</td>
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<td>Fully Operational</td>
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**New DL/ID Production Vendor**
- April 2016

**Wait Less Expansion**
- June 2016

Fully Operational
DRIVES OCM Model

Prosci® PCT™ Model

Leadership/ Sponsorship
Projects meet objectives
Projects finish on time and on budget
Return on investment (ROI) realized

Project Management
Change Management
• 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.
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

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Phase 2 Managing Change

- Develop change management plans
- Take action and implement plans

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

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Objective – All employees / stakeholders prepared for implementation

Activities used to achieve Objective:

**Communications**
- Websites
- Newsletters
- Posters
- Outreach

**Assessments**
- Employee Surveys
- Manager Assessments

**Training**
- Employees
- Managers
- Stakeholders

Leverage Leadership

Reduce Resistance to Change

Awareness | Desire | Knowledge | Ability | Reinforcement

 Activities used to achieve Objective:
- Traveling Roadshows
- Lunch & Learn
- OCM Leadership Meetings
- Conference Calls
Highlights

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

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 5063
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