

# Central Issuance System Organizational Change Management

Joshua Johnston  
Project Business Director  
Washington State Department of Licensing  
May 2017

- Overall Objectives

- Achieve flexibility to make timely changes to the CIS
- Manage business policies, processes, practices and functions
- Keep technology current

- Business Objectives

- Provide high quality DL and ID to customers in cost-effective, expert and efficient manner
- Eliminate workarounds
- Improve data integrity, ability to verify applicant's identity, and data security

- Strong executive sponsorship
- Staff involvement
- Communication
- Training
- OCM as a culture

- Executive Sponsorship was visible and active from the project kickoff
- Maintained a team of senior management support and involvement
- Appointed a key executive to the role of project sponsor

- High frequency of communication to all staff using multiple channels
  - Employee forums
  - All staff quarterly emails
  - Weekly “Brown Bags”
  - Brochures
  - Posters
  - Intranet
  - Newsletters
  - Division presentations

- Created a User Group that consisted of front line staff
  - Represented both back office and field staff
  - Validated workflow assumptions
  - Sounding board
  - Authenticated decisions
  - Ambassador for the project
  - Participated in mock workflows

- Trainers documented high level “as is” environment
- Developed training curriculum to the “to be” processes
- Real time feedback after each training
- Provided “sand box” for real time experience
- Included role playing as part of education for hands on practice
- Cross pollination

- Managers, supervisors and staff participated in OCM training
- Readiness survey results formed action plan to gain staff acceptance and address resistance
- Relationship and communication between the project team, business and IS was strong
- Organizational change management was part of the project team



## Field Staff - 159 respondents

- 71% agreed or strongly agreed that they understand why we were are making this change
- 69% agree they are receiving an adequate amount of information about how their work will change
- 67% agree that the CIS project team is making informed decisions
- Only 8.2 % indicated that they were not excited about the change

## Back Office - 77 Respondents

- 87% understand how the new system will impact their work processes
- 83% stated that training has prepared them well for the implementation
- 78% understand how to use the new system
- Only 8% indicated that they did not understand their role for a successful implementation
- Only 13% indicated that they did not know how to use CIS to perform their job.

- Underestimated the need for external communications
  - Impact of the changes reached all levels of the community - lacked sufficient media coverage
  - Store clerks, cashiers, bartenders, ID checkers turned citizens away and confiscated new cards
- Communication among team members was not consistent causing missteps in the project
- The vendor and client did not have a process to communicate while working through issues which caused frustrations and delays

# Questions