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 frontline 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.
Lessons Learned

- 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