

# Child Support Directors Leadership Training

September 11, 2019  
Mackinac Island, Michigan



OFFICE OF CHILD SUPPORT ENFORCEMENT



# Commissioner's Thought on Leadership

When dealing with a difficult situation a leader often times feels as if they are on an island all by themselves, at times this is true, but if you take a minute and reflect on the challenge at hand, you can often think back to a person or situation that prepared you to tackle any dilemma you are faced with.

Commissioner Scott Lekan

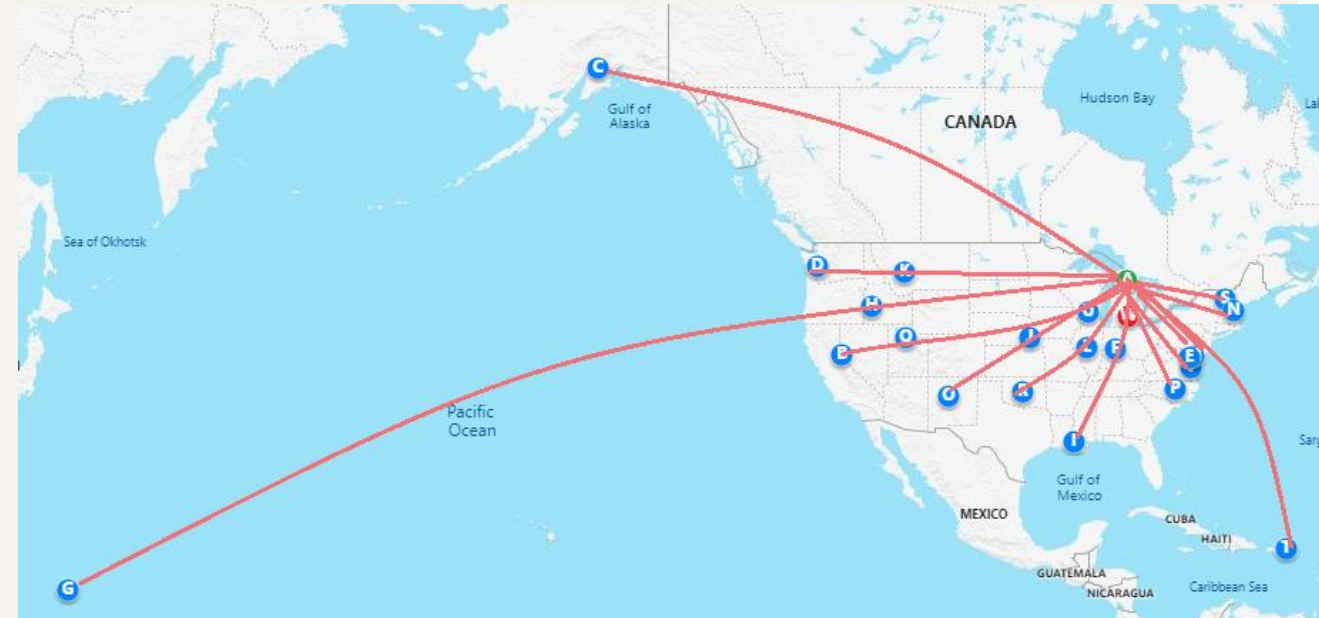
# Introductions

## Facilitators:

- Cynthia Bryant, Consultant and Trainer
- Wally McClure, Consultant and Trainer

## Participants

- Name
- Where you're from
- Your job now
- Your experience in child support
- Your goal for this training or a definition of a leader



# Logistics

- Exits, edibles, emergencies, restrooms
- Today's schedule
- Reminder about electronic devices

# Workshop Origins

- Joint on-going effort with OCSE and NCCSD
- Survey of directors
- Discussions between OCSE, NCCSD, and CSF
- Collaboration between facilitators

# Our Agenda

- Key competencies
  - Foundations of Leadership
  - Leading change
  - Leading people
- Challenge brainstorm

# Today's Schedule

| Day One     |   |
|-------------|---|
| 1:00 – 1:15 | <b>Introductions and Logistics</b>                  |
| 1:15 – 1:45 | Cynthia Longest – State Systems for Newer Directors |
| 1:45 – 2:15 | Linda Boyer – Federal Systems for Newer Directors   |
| 2:15 – 2:45 | Transformational Leadership                         |
| 2:45 – 3:00 | Break   |
| 3:00 – 4:00 | Vision and Values                                   |
| 4:00 – 5:00 | Challenge Brainstorm                                |

# Tomorrow's Schedule

| Day Two       |  |
|---------------|--|
| 8:00 – 8:15   | Quick Review   |
| 8:15 – 9:15   | Gaining Insight for Change                                 |
| 9:15 – 10:15  | Support and Strategy                                       |
| 10:15 – 10:30 | Break  |
| 10:30 – 11:30 | Support and Strategy Continued                             |
| 11:30 – 12:30 | Lunch  |
| 12:30 – 1:30  | Inspire and Build Urgency                                  |
| 1:30 – 2:30   | Operationalize, Implement, and Make the New the New Normal |
| 2:30 – 2:45   | Break  |
| 2:45 – 3:30   | Questions and Review                                       |
| 3:30 – 4:30   | Challenge Brainstorm Part Two                              |
| 4:30 – 5:00   | Take-Aways and Evaluations                                 |



# Section Components

- Information sharing
- A scenario to explore at your table
- Report out by table about what you discovered and decided

*What I hear, I forget.*

*What I see, I remember.*

*What I do, I understand.*

Confucius

# What to Know About State Systems

- Welcome Cynthia Longest

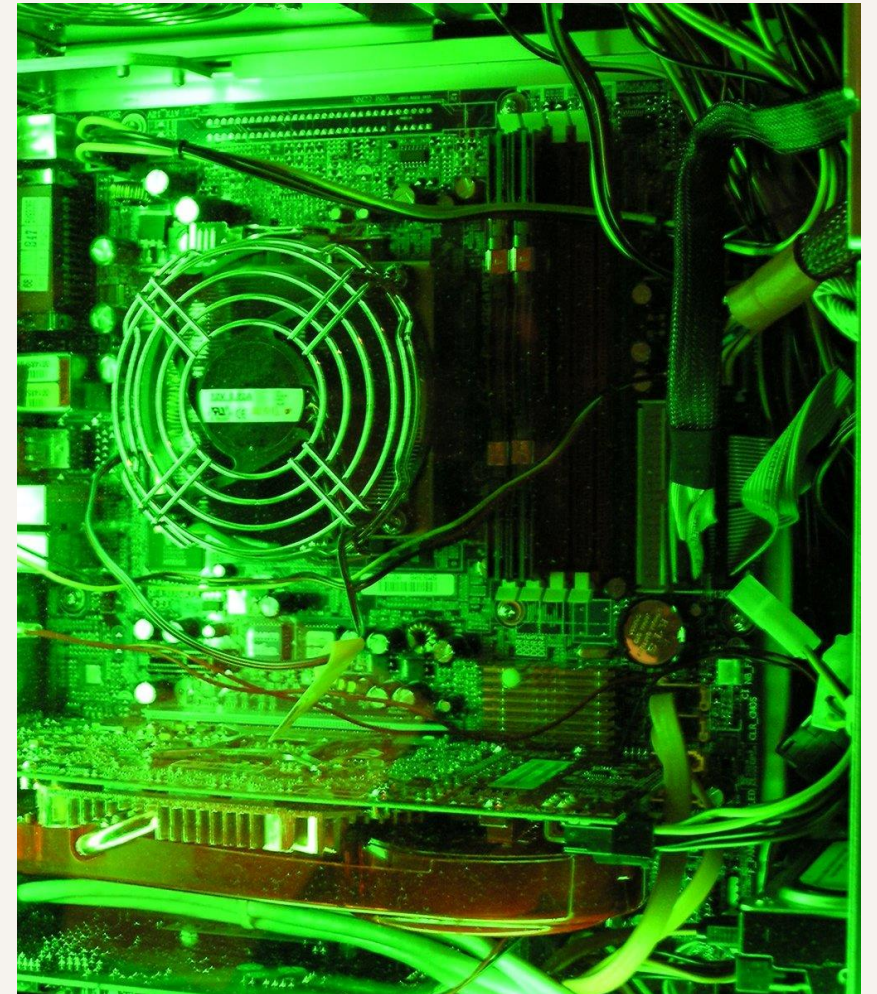


Photo courtesy Michal Zacharzewski, Freeimages.com





Child Support Directors  
Leadership Training  
*Child Support Systems Overview*

September 11, 2019  
Mackinac Island, Michigan



**OFFICE OF CHILD SUPPORT ENFORCEMENT**

# Introductions

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- Audience:
  - How many of you consider yourselves to be child support system technology savvy?
  - How many of you have systems that are:
    - From the 1990s?
    - Newer than 2000?

# Agenda

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- “Level Set” - History
- Reporting/Approvals with OCSE (that also help you)
- Thinking about Modernizing?
- Overview of Options and Paths States are Taking
- Selected Resources



# *“Level Set”: History of Systems Requirements*

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- **1980**: Congress nudges:
  - Systems not mandatory, but...
  - Federal Financial Participation (FFP) for systems raised to **90%**
  - Effective July 1, 1981
  
- *PL 96-265, Social Security Disability Amendments of 1980*

# *“Level Set”: History of Systems Requirements*

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- **1984:** Congress nudges again:
  - Extends 90% FFP to computer hardware purchases (and for income withholding and other newly required procedures)
  - *PL 98-378, Child Support Enforcement Amendments of 1984*

# *“Level Set”: History of Systems Requirements*

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- 1988: Congress gets cranky:
  - Progress too slow; **statewide systems now mandatory:**
    - If state doesn't have a compliant system, required to submit APD by 10/1/91
    - **Deadline to have system in place 10/1/95; penalty is State Plan disapproval**
    - 90% FFP expires 10/1/95
  - But also imposed lots of new program requirements...
  - *PL 100-485 Family Support Act of 1988*

# *“Level Set”: History of Systems Requirements*

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- **1990:** OCSE says “Transfer” of another state system is mandatory; no “name-selecting” allowed
- **1993:** OISM “*Feasibility, Alternatives, and Cost Benefit Analysis Guide*” published
- **1994:** ACF changes policy to say that “Transfer” is “preferred alternative”
  - *OCSE-AT-90-11*
  - *OISM-AT-94-5*

# *“Level Set”: History of Systems Requirements*

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- 1995: Congress relents (slightly)
  - Deadline to finish system implementation *and* implement FSA 88 program requirements **extended 2 years (to 10/1/97)**
  - 90% FFP not extended
  - *PL 104-35*



# *“Level Set”: History of Systems Requirements*

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- **1996:** Congress relents again:
  - 90% FFP reinstated retroactive to 10/1/95 through 10/1/97
  - but also (again) imposes massive new program requirements
  - 80% FFP in place for these new requirements but subject to a cap per state
  - *PRWORA (Personal Responsibility and Work Opportunity Act of 1996)*

# *“Level Set”: History of Systems Requirements*

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- **1998-99**: Congress “relaxes” penalties for not having system in place by 10/1/97 – “alternative” penalties allowed
- **2006**: OCSE clarifies that “Transfer” must only be an alternative considered, and now allows “name-selecting”
  - *PL 105-200 Child Support Performance and Incentive Act of 1998*
  - *PL 105-306 Technical Amendments*
  - *PL 106-113 Consolidated Appropriations Act*
  - *AT-06-03*

# *“Level Set”: History of Systems Requirements*

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- **Practical Impacts on original systems:**
  - Transfer requirement meant incomplete systems were transferred
  - Add'l FSA88 and PRWORA program requirements added delays
- **Therefore..** “final” certifications didn't happen until 2001-2004....approximately twenty years after enhanced FFP was made available.
- **Now....**Age of those systems means they need help....but difficult to find the resources for full system replacements

# “Level Set”: Who has a “Newer” System?

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- 13 states have some level of “modernized” systems:
  - California 2008
  - New Jersey 2010
  - *Colorado 2013*
  - Florida 2013
  - Delaware 2016
  - New York 2016
  - New Hampshire 2016
  - *Idaho 2017*
  - *Arkansas 2017*
  - *Mississippi 2018*
  - Massachusetts 2018
  - Oregon 2019
  - South Carolina 2019

*»*

*Italics indicate replatform/refactor project; dates are approximate to go-live and/or certification.*

# *Reporting/Approvals with OCSE (that also help you)*

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- Expenditures: OCSE-396 Quarterly Financial Report
    - Line 4: Development Costs
    - Line 5: Operational Costs
  - APD\* Alphabet Soup = *OCSE Funding Approval for Systems*
    - Ongoing Change APD documents:
      - AAPDU – Annual update
      - OAPD – Operational
- \* *Advance Planning Document*



# *Reporting/Approvals with OCSE (that also help you)*

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- New systems documents:
  - APDs
    - PAPD – Planning for a new system
    - IAPD – Implementation
  - Feasibility Study/Business Case/Cost Benefit analyses
  - RFP and Contract Approvals
  - System Certification

# *Thinking about “Modernizing”?*

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- At least at a high level:
  - *Understand your problems/needs*
    - Program
    - Technical
  - *Understand your funding availability*
    - State share
    - Incentives
  - *Understand any technology constraints*
    - Mandates from your technology agency, e.g. Java vs. .NET, or a specific platform requirement?
    - IT resources only available on a certain schedule?

# *Overview of Options and Paths States are Taking*

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- Generally speaking, options are greater than ever:
  1. Transfer
  2. Enhancing Existing
  3. Refactoring/Replatforming
  4. Custom
  5. Enterprise
  6. Low Code/COTS
  7. Hybrid

# *Overview of Options and Paths States are Taking*

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1. Transfer: Most well known and longest standing option; opinions differ as to whether it achieves the goal of faster and less expensive system replacements
2. Enhancing Existing: Can take multiple flavors, but often is simply adding components such as Business Intelligence, better Document Management, etc.

# *Overview of Options and Paths States are Taking*

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3. Refactoring/Replatforming: Newer solution that generally solves technology issues only. Definitions vary depending on source.

3a. **Refactoring** means

- using a code translation/converter tool to update to a newer software without changing the behavior (e.g. COBOL to Java).
- Often requires a platform change as well.

# *Overview of Options and Paths States are Taking*

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3b. **Replatforming** has many flavors.

- Moving to a different platform (e.g. mainframe to webserver)
- Changing operating systems (e.g. WinServer to Unix)
- Migrating to Cloud

# *Overview of Options and Paths States are Taking*

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4. Custom: Definitions vary depending on source. Typically has meant “build from scratch,” although has also meant using a framework and customizing.
5. Enterprise: Attempted when a state or agency wants a consistent architecture for multiple human services systems, and child support system is built with that consideration in mind.



# *Overview of Options and Paths States are Taking*

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6. Low Code/COTS: COTS by itself was an older methodology (think Florida and SAP). “Low Code/COTS” is a new flavor that takes advantage of accelerator (i.e. low code) platforms and brings in other COTS products for a complete child support system. Often depends on APIs.

# *Overview of Options and Paths States are Taking*

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7. Hybrid: Definition has changed over time; never mentioned in 1993 document; went from taking pieces from other states to a combination of any of the above approaches.

# *Selected Resources*

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- OCSE State Systems Symposium (Feb 2019)
  - See PowerPoint presentations on NCCSD website
- OCSE State Systems sub-site
  - <https://www.acf.hhs.gov/css/child-support-professionals/systems/state-systems>
- OCSE-396 Form and Instructions
  - <https://www.acf.hhs.gov/css/resource/omb-number-change-for-ocse-34-and-ocse-396-expires-may-31-2021>
- *State Systems APD Guide (2010)*
  - <https://www.acf.hhs.gov/css/resource/state-systems-apd-guide>
- *Operational APD Instructions (2010)*
  - <https://www.acf.hhs.gov/css/resource/operational-apd-template>

# Selected Resources

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- *AT-10-09 Final Rule: State Systems Advance Planning Document Process*
  - <https://www.acf.hhs.gov/css/resource/final-rule-state-systems-advance-planning-document-process>
- *AT-06-03 Policy Clarifications Relating to Planning, Design, Development, Installation, and Operation of Automated Systems in the Title IV-D Child Support Enforcement Program*
  - <https://www.acf.hhs.gov/css/resource/policy-clarifications-automated-systems-title-iv-d>
- *IM-05-04 Federal/State Information Technology Policy: Use of Enterprise Level COTS Software in Automated Human Services Information Systems*
  - <https://www.acf.hhs.gov/css/resource/use-of-enterprise-software-in-automated-human-services-information>
- *IM-05-03 Optional Checklist for an Exemption of Prior Approval for IT Acquisitions*
  - <https://www.acf.hhs.gov/css/resource/checklist-for-an-exemption-of-prior-approval-for-it-acquisitions>

# *Selected Resources*

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- Certification Guide: *Automated Systems for Child Support Enforcement – A Guide for States* (2017). AT-17-11
  - <https://www.acf.hhs.gov/css/resource/2017-update-automated-systems-for-child-support-enforcement-a-guide-for-states>
- Regulations:
  - 45 CFR 95 Subpart F Automated Data Processing Equipment and Services – Conditions for FFP
  - 45 CFR 302.85 Mandatory Computerized Support Enforcement Systems
  - 45 CFR 307.0 – 307.40 Computerized Support Enforcement Systems
  - 45 CFR 75 Subpart D, Procurement Standards section

# For More Information

Cynthia Longest

Senior Technical Advisor

OCSE Office of the Commissioner

(Former Indiana IV-D Director)

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# What to Know About Federal Systems

- Welcome Linda Boyer



Photo courtesy Balazs Kovacs , Freeimages.com



# OCSE Division of Federal Systems Updates

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National Council of Child Support  
Directors (NCCSD) and OCSE  
New Director Training

September 11, 2019



OFFICE OF CHILD SUPPORT ENFORCEMENT

# Agenda

- Federal Systems and Applications
- Division of Federal Systems (DFS) Site Visits
- Interstate Case Reconciliation (ICR)
- Intergovernmental Reference Guide (IRG)
- OCSE Security Agreements and Plan of Action and Milestones (POAMs)
- Internal Revenue Service (IRS) Safeguards
- Employer New Hire Compliance

# Federal Systems and Applications

# Division of Federal Systems (DFS)

- National Directory of New Hires (NDNH)
  - New Hire (NH)
  - Quarterly Wage (QW)
  - Unemployment Insurance (UI)

# DFS (cont'd)

- Federal Case Registry (FCR)
  - National database that includes all child support cases handled by state child support agencies (referred to as IV-D cases), and all support orders established or modified on or after October 1, 1998 (referred to as non-IV-D orders)
- External Locates
  - Department of Defense
  - Department of Veterans Affairs
  - Federal Bureau of Investigation
  - Internal Revenue Service/Annual Wage Record
  - National Security Agency
  - Social Security Administration

# DFS (cont'd)

- Federal Collection and Enforcement
  - Federal Income Tax Refund Offset
  - Administrative Offset
  - Passport Denial
  - Insurance Match
  - Multistate Financial Institution Data Match
  - Thrift Savings Plan

# DFS (cont'd)

- Child Support Portal
  - A secure web portal that allows child support agencies to send and receive vital case information and provides employers, insurers, and financial institutions a gateway to share required information with child support agencies



# DFS (cont'd)

- Portal Modernization Efforts
  - New communication methods
  - Expanded security
  - Simplified access
  - Improved audit logs
  - More reporting

# DFS Site Visits

# Technical Support Site

- Purpose
  - Assess the degree to which the state has implemented system enhancements and applications
  - Identify gaps in existing processes
  - Identify areas where additional training is needed
  - Bring all stakeholders to the table to foster an ongoing dialogue with state staff
  - Enhance understanding of state processes through direct access to state systems and staff

# NDNH New Hire Studies

- Purpose
  - Evaluate the state's use of new hire data provided through the NDNH
  - Quantify the benefits of NDNH data to meet reporting requirements
- Process
  - OCSE's Economic Analysis team visits the state and records data related to the state system and caseworkers' processing of new hire data

# NDNH New Hire Studies (cont'd)

- Results to Date
  - 42 studies conducted in 34 states
  - Over 40% of new hire matches result in IWOs
  - Over half of the IWOs issued (~56%) result in at least one payment
  - Estimated FY2018 NDNH Attributable Collections: \$938 million

# Recent Site Visits

- Technical Support
  - Montana (August 2018)
  - Wyoming (April 2019)
  - Mississippi (June 2019)
  - Vermont (September 2019)
  - North Dakota (September 2019)
- NDNH New Hire Studies
  - North Dakota (June 2018)
  - Ohio (August 2018)
  - Pennsylvania (October 2018)
  - Virginia (June 2019)

# Interstate Case Reconciliation (ICR)



# ICR

- Synchronize interstate caseloads
- Improve service to families with interstate cases
- Clear accountability for interstate case processing
- Improve interstate communication
- Accurate data for analysis – statewide and national

# Intergovernmental Reference Guide (IRG)

# IRG Features and Benefits

- Access state, tribal, international, and federal child support profile and contact information
- Features
  - Obtain detailed requirements of other states or tribes when sending a case referral
  - View detailed state policy and contact information
- Benefits
  - Download specific data for use
  - Provide updates and new information
  - Access contact information unavailable elsewhere

# OCSE Security Agreements and Plan of Action and Milestones (POAMs)

# OCSE Security Agreements

- The Security and Privacy Program protects Federal Parent Locator Service data and other confidential child support program information, including information system safeguards, through the OCSE Security Agreement and Annual Certification Statement
- Sent to states and territories on June 11, 2019
- As of August 1, 2019:
  - 52 states and territories signed and returned the security agreement
  - Two states are pending

# POAMs

- Current Status
  - 18 states and one territory submitted findings
- OCSE Responsibilities
  - Track the findings for continuous monitoring
  - Review the findings and categorize the level of issues:
    - High - resolution within 30 days
    - Moderate - resolution within 60 days
    - Low - resolution within 90 days
  - Notify the respective states and territories of finding due dates

# Internal Revenue Service (IRS) Safeguards

# FY20 State Review Schedule – Tentative

| <b>State</b>   | <b>Agency Name</b>  | <b>Review Location</b> | <b>Review Dates</b>    |
|----------------|---|------------------------|------------------------|
| Texas          | Office of AG, Child Support Division                          | Austin                 | 10/07/19 thru 10/11/19 |
| Illinois       | DPA, Div of Child Support Enforcement                         | Springfield            | 10/21/19 thru 10/25/19 |
| South Carolina | Dept of Social Services, CSEA                                 | Columbia               | 11/04/19 thru 11/08/19 |
| Arizona        | Dept of Economic Security, Division of Child Support Services | Phoenix                | 11/18/19 thru 11/22/19 |
| Puerto Rico    | Dept of the Family, CSEA                                      | San Juan               | 12/09/19 thru 12/13/19 |
| Virgin Islands | Dept of Justice, CSEA   | St. Thomas             | 12/09/19 thru 12/13/19 |
| Louisiana      | Child Support Enforcement                                     | Baton Rouge            | 01/13/20 thru 01/17/20 |
| California     | Dept of Child Support Services, DCSS                          | Sacramento             | 01/27/20 thru 01/31/20 |
| New Jersey     | DHS, Office of Child Support Enforcement                      | Trenton                | 02/10/20 thru 02/14/20 |
| Connecticut    | DSS, Bureau of Child Support Enforcement                      | Hartford               | 02/24/20 thru 02/28/20 |



# FY20 State Review Schedule — Tentative (cont'd)

| <b>State</b>  | <b>Agency Name</b>                                  | <b>Review Location</b> | <b>Review Dates</b>    |
|---------------|---|------------------------|------------------------|
| Rhode Island  | DHS, Child Support Services                         | Providence             | 03/02/20 thru 03/06/20 |
| Kansas        | Dept of Children & Families, Child Support Services | Topeka                 | 04/13/20 thru 04/17/20 |
| Massachusetts | Child Support Enforcement Div                       | Boston                 | 04/27/20 thru 05/01/20 |
| Maryland      | DHR, Child Support Enforcement Admin                | Baltimore              | 05/11/20 thru 05/15/20 |
| Minnesota     | DHS, Office of Child Support Enforcement            | St. Paul               | 06/01/20 thru 06/05/20 |
| Missouri      | Family Support, CSEA                                | Jefferson City         | 06/15/20 thru 06/20/20 |
| Nebraska      | DHHS, Child Support Enforcement                     | Lincoln                | 06/29/20 thru 07/03/20 |
| Ohio          | Dept of Job & Family Services, CSEA                 | Columbus               | 07/13/20 thru 07/17/20 |
| Pennsylvania  | DPW, Bureau of Child Support Enforcement            | Harrisburg             | 08/17/20 thru 08/21/20 |

# IRS Office Hours Call Schedule

| Remainder of FY 2019 | FY 2020            |
|----------------------|--------------------|
| September 19, 2019   | November 14, 2019  |
|                      | March 26, 2020     |
|                      | May 7, 2020        |
|                      | September 24, 2020 |

- Calls are scheduled for Thursdays, 3-4 p.m. EST
- Schedule is tentative and subject to change at the discretion of the IRS
- Topics for each call as well as changes or cancellations are shared with state IV-D directors via the IV-D directors listserv

# Employer New Hire Compliance

# Employer New Hire Compliance

- Helps locate individuals for child support purposes
  - Child support agencies receive new hire information more quickly than quarterly wage, unemployment insurance, or some verification of employment responses
  - Income Withholding for Support Orders (IWOs) issued timely
- Ensures consistent reporting when there is employee turnover
  - Some employers do not know about the requirement to report new and rehired employees

# Employer New Hire Compliance (cont'd)

- New Hire Outreach Resources for States
  - Employee Participation Reports
  - Multistate Employer A/B Reports
  - State Statistical Reports

# New Hire Data Quality

- Requirement was established over 20 years ago for OCSE to provide data elements
  - New Hire Outreach Initiative
    - Top reasons for noncompliance are lack of knowledge, staff turnover, and different reporting Federal Employer Identification Numbers
    - To date, 196 of 294 employers are now reporting (66% compliance rate)
  - Partial Name and No Name States
    - 25 states submit partial names
    - District of Columbia, West Virginia, and Wyoming do not submit names
    - Few FCR matches

For More Information

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# Transformational Leadership

| Manager           | Leader               |
|-------------------|----------------------|
| Administers       | Innovates            |
| Short range       | Long view            |
| How and When      | What and Why         |
| Watch bottom line | Seek horizon         |
| Accept status quo | Challenge status quo |

*Management is doing things right;  
leadership is doing the right things.*

*Peter Drucker*



# Reflection: Newbie and Team

- *Describe in no more than five words the situation that Newbie faces.*
- *Considering both the state profile and the executive staff descriptions, how would you define the issues/problems associated with coming into this IV-D program as its new leader?*
- *On a scale of relative importance, what issues rise to the top, demanding the attention of this new IV-D director?*

# Meet Newbie Report Out

# Perception and Self-Perception

Where are you on the spectrum?

|                     |                  |
|---------------------|------------------|
| Demanding           | Easily Satisfied |
| Somewhat Accessible | Very Familiar    |
| Decisive            | Contemplative    |
| Focused             | Flexible         |
| Active              | Calm             |
| Tough               | Humane           |

# What do others see?

- How are you perceived?
- What actions and decisions most influence others' perceptions?
- What can you do to gain outside perspective?
- How important is authenticity?

*Bring yourself to the job; you can't fake authenticity.*

*Vicki Turetsky*

# Change module

**“... ohhh, oh, change is gonna do me good”**

**- Sir Elton John**



# Do You Know Where You Are Going?

*“Cheshire Puss ... Would you tell me, please, which way I ought to go from here?”*

*“That depends a good deal on where you want to get to,” said the Cat.*

*“I don't much care where—” said Alice.*

*“Then it doesn't matter which way you go,” said the Cat.*

*“—so long as I get SOMEWHERE,” Alice added as an explanation.*

*“Oh, you're sure to do that,” said the Cat, “if you only walk long enough.”*

*from Alice in Wonderland by Lewis Carroll*

# Change causes stress

The screenshot shows the Houzz website interface. At the top left is the Houzz logo. To its right is a search bar with the placeholder text "Search Photos, Products, Pros & More...". Further right is a green banner for "JULY 4TH SALE", a shopping cart icon with a "0" notification, and a "Sign In" link. Below these are navigation tabs: "PHOTOS", "SHOP BY DEPARTMENT", "FIND PROFESSIONALS", and "STORIES & ADVICE". A secondary navigation bar contains links for "About Houzz", "Careers", "In the News", "Press Info" (which is highlighted with a green underline), "Testimonials", and "Logo".

Below the navigation is a "< Back" link. The main content area is titled "Company News". A news item is displayed with the date "July 31, 2013" and the headline "Remodeling Causes Relationship Woes: 12 Percent of Couples Admit to Considering Separation or Divorce Mid-Remodel". This headline is circled in red.

# Do People Really “Hate” Change?

The challenges of change:

- Competing for a new job
- Looking for a new house
- Buying a new car

*If you want something you've never had, you have to do something you've never done.*

*JD Houston*



# Improving Performance by Leading Change

What's a major change at work that "happened to you?"

- How did the change impact you?
- How did you find out about the change?
- What was your initial reaction?

# Reflection: The Context and the Boss

- What is the context in which Newbie's agency operates?
- What should Newbie learn about the context and how?
- What characteristics does your agency share with Newbie's?

# Adaptive Leadership

- Change and thrive versus struggle and fail
- Einstein's definition of insanity: Doing the same thing over and over again and expecting different results
- Upsetting the hierarchy and the status quo

*Change will not come if we wait for some other person or some other time.*

*We are the ones we've been waiting for.*

*We are the change that we seek.*

*Barack Obama*

# Gaining New Perspectives

From balcony and dance floor

- Step out of your main viewpoint
- Give others their voice
- Look at data
- Take a “customer walk”



# Some Change Management Models

- Kotter – Increase Urgency, Build Team, Vision, Communication, Get moving, Short Term Goals, Don't give up, Institutionalize change
- Nudge – Behavioral Economics
- ADKAR – Awareness, Desire, Knowledge, Ability, Reinforcement
- Bridges – Ending, losing, letting go; Neutral Zone; New Beginning

<https://www.cleverism.com/major-approaches-models-of-change-management/>

# Improving Performance by Leading Change

Vision and Values

Insight

Strategy and Support

Inspire

Operational

Normalize

*Leadership is the capacity to translate vision into reality.*

*Warren Bennis*

# Why Vision?

**Vision and Values**

**Insight**

**Strategy and Support**

**Inspire**

**Operational**

**Normalize**

# Values

- What are some typical values of an organization?
- How are they emphasized?
- Where are they visible?



# Incorporate Your Values

- Expectations need to be consistent with your vision
- Everyone's expectations include the agency values
- You and your managers must role model the values

# Be the North Star



Picture courtesy Jamie Hanson, Freeimages.com

*Values, values, values ...*

*Melinda Gates*

# Vision

Have a clear vision, starting with the "why" – connect it to your shared values

*A vision, quite simply, is a picture of what success will be at a particular time in the future*

*Ari Weinzweig*

# Vision – A Picture of Success

- What makes you most proud?
- Three noteworthy things about your agency
- Why is your staff happy to work there?
- What do child support experts say about your agency?
- What do other child support staff say about your agency?

# The Power of Why



# Reflection: Newbie's Vision

- Draft a short vision statement for Newbie's child support program.

# Report out Newbie's Vision

# Questions?

Questions about Vision and Values?

**Vision and Values**

**Insight**

**Strategy and Support**

**Inspire**

**Operational**

**Normalize**



# Challenge Brainstorm

- Describe your challenges
- Work as a group to suggest approaches to overcoming the challenge
- Identify barriers

# Check-in

# Enjoy the evening

See you tomorrow at 8 am

Bring a reflection of today to share tomorrow.



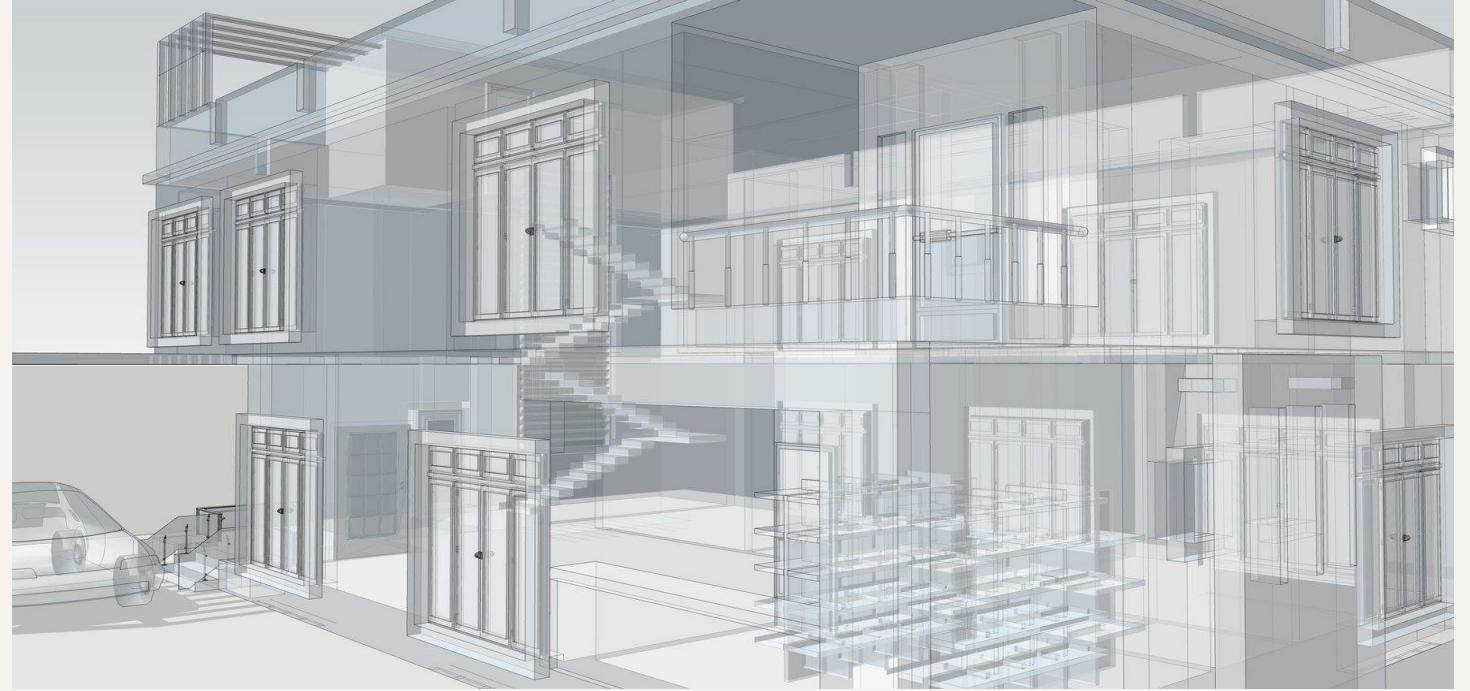
Image courtesy Patricia McClure, Ravenwings Consulting

# Welcome Back



# Building on your foundation

- Status quo
- Policy changes
- Organizational changes
- Continuous improvement
- Process re-engineering



Picture courtesy Barun Patro, freeimages.com

## Vision

# Improving Performance by Leading Change

Vision and Values

**Insight**

Strategy and Support

Inspire

Operational

Normalize



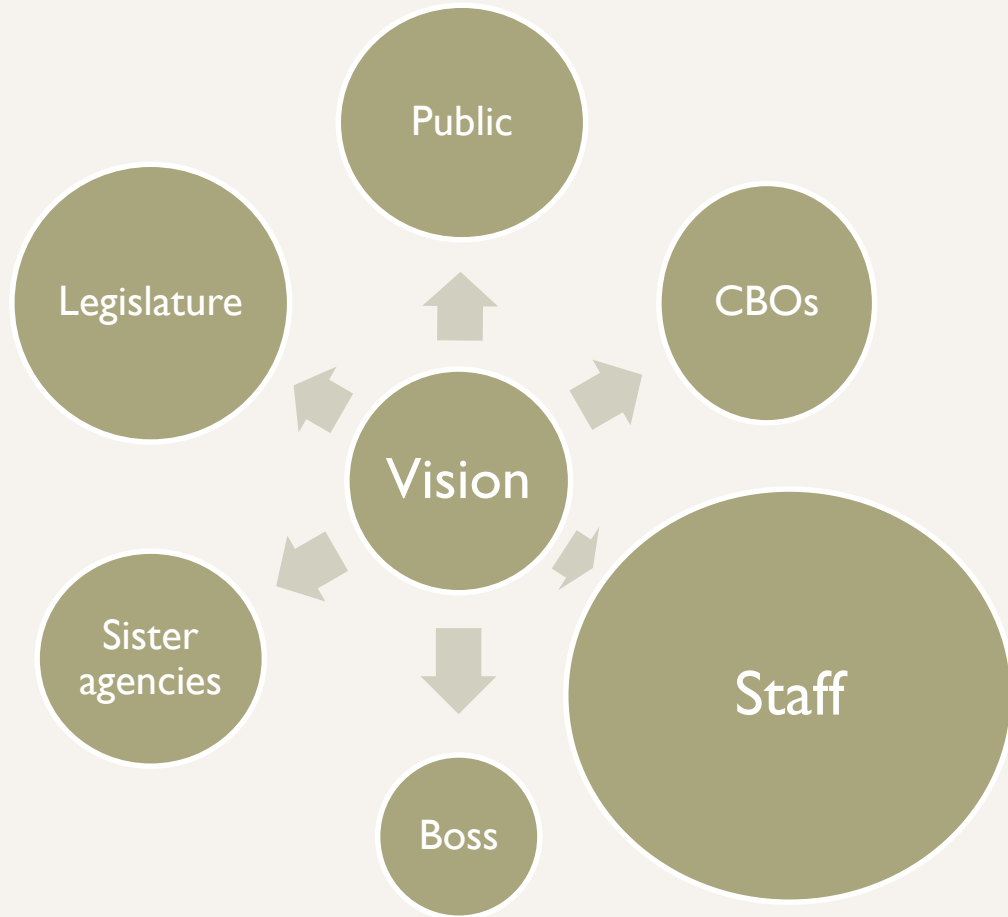
# Communicating Vision

- Simplicity
- Verbal picture
- Multiple formats and repetition
- United leadership
- Explain inconsistencies
- Give and take

*Without data you're just another person with an opinion.*

*William Demming*

# Who cares?

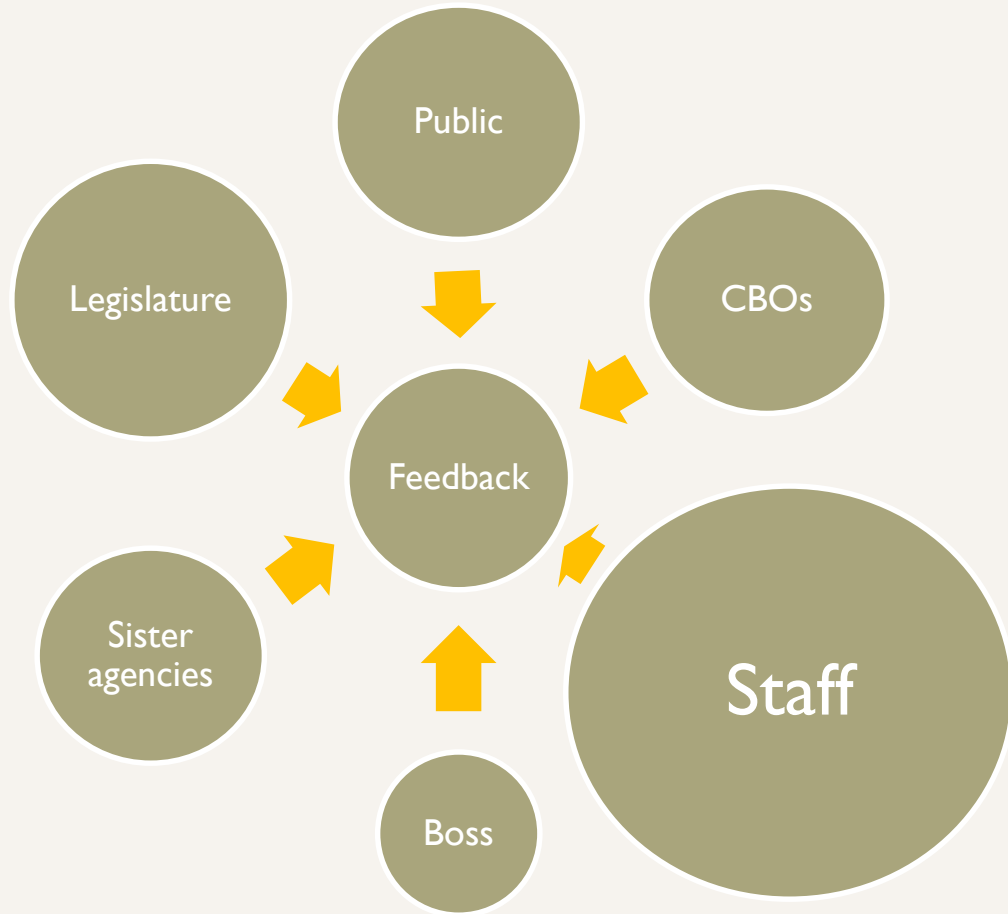


*The greatest leaders mobilize others by coalescing people around a shared vision.*

*Ken Blanchard*



# What do they think?



I value the people who bring me contradictory information.

Sherri Heller

# Collaboration and Shared Goals



Photo courtesy Toivo Lagerweij, Freeimages.com

*Wherever we go... we see where we have shared priorities and we work on those things with the government or local organizations.*

*Melinda Gates*

# Creating Relationships and Rapport

- Meet with lawmakers about their concerns and interests
  - Share how you relate
- Find common ground with community organizations
- Make yourself an essential part of sister organization strategies
- Actions speak louder than words
- Find ways to share collaborative efforts with the public

# Beyond the Hill

Let legislators know:

- What your program is doing
- Your organization's vision
- Share some data and stories
- Listen to what they care about
- Let them know who to call

# Reflection: Newbie Communicates The Vision

- What kinds of information should Newbie share to help staff adjust to the idea of changing?
- What different ways can Newbie use to communicate the new vision?
- What channels can Newbie use to get feedback?

# What motivates people to do their best?

- Purpose
- Autonomy
- Mastery

# Insight Review

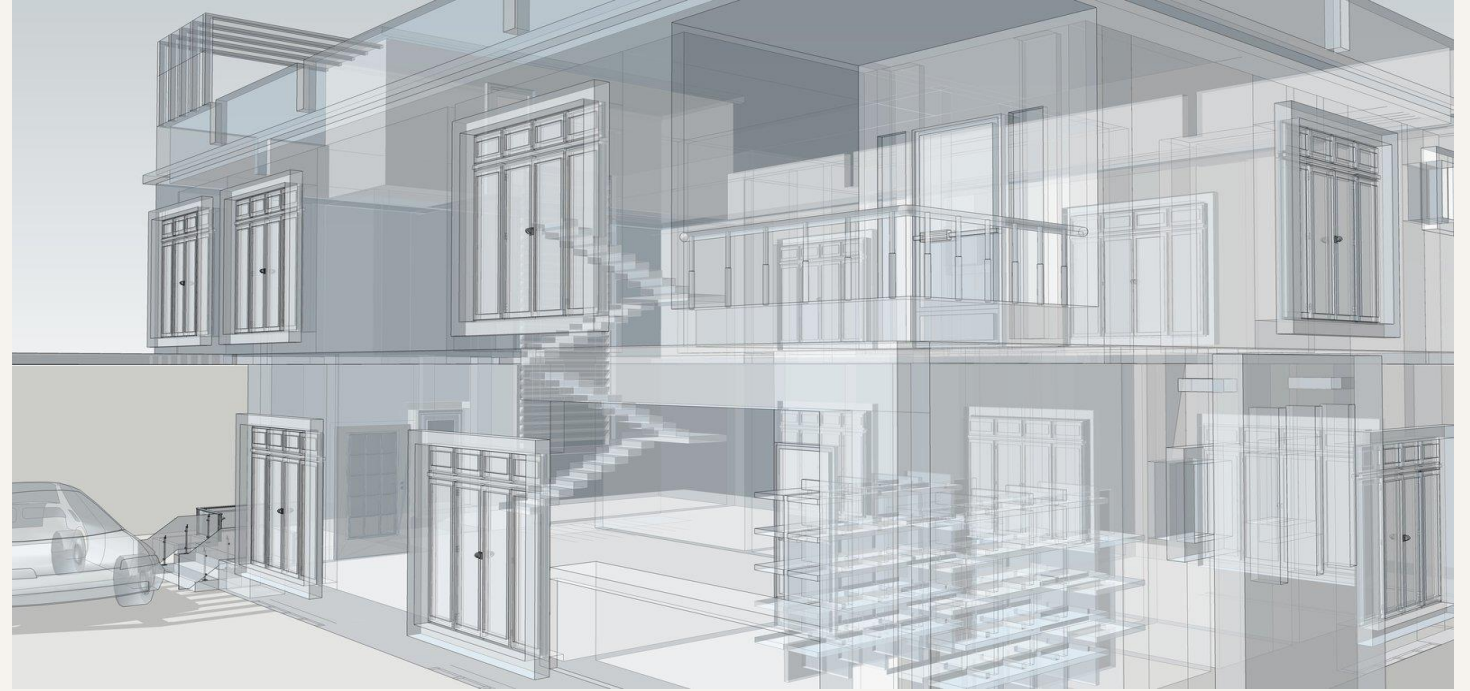
- Build awareness in everyone affected
- Make sure they understand the "why"
- Listen to concerns and ideas
- Do this in every “direction”
  
- Questions?

*Get your story out the way you want to tell it.*

*Sherri Heller*

# Building on your foundation

- Status quo
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Picture courtesy Barun Patro, freemages.com

## Vision

Clear Expectations

Strong Partnerships

Engaged Employees

Engaged Leaders



# Improving Performance by Leading Change

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# Strategy and Support

You need

- A plan
- Support for the plan
- Help implementing the plan

# Barriers to Change

- Structures
- Skills
- Systems
- Supervisors

# Who will support my plan?

Those who:

- Believe the plan has value
- Believe it's the right plan
- Trust you
- Believe it can work

*Men often oppose a thing merely because they have had no agency in planning it, or because it may have been planned by those whom they dislike.*

*Alexander Hamilton*

# The Edge of an Engaged Employees

- Well-being of leaders and employees
- Autonomy, Meaning, Mastery
- Participation in the process

*As we look ahead into the next century, leaders will be those who empower others.*

*Bill Gates*

# Reflection: Newbie's Barriers to Change

- What are the likely potential barriers to change in Newbie's agency?
- What barriers have you found most intractable in your agency?

*As I grow older, I pay less attention  
to what men say. I just watch what  
they do.*

*Andrew Carnegie*



# Steering with a Strategic Plan

- Finely tuned to vision and values
- SMART goals – specific, measurable, attainable, relevant, and time-bound
- Limited strategies for limited resources
- Plan-Do-Check-Adjust

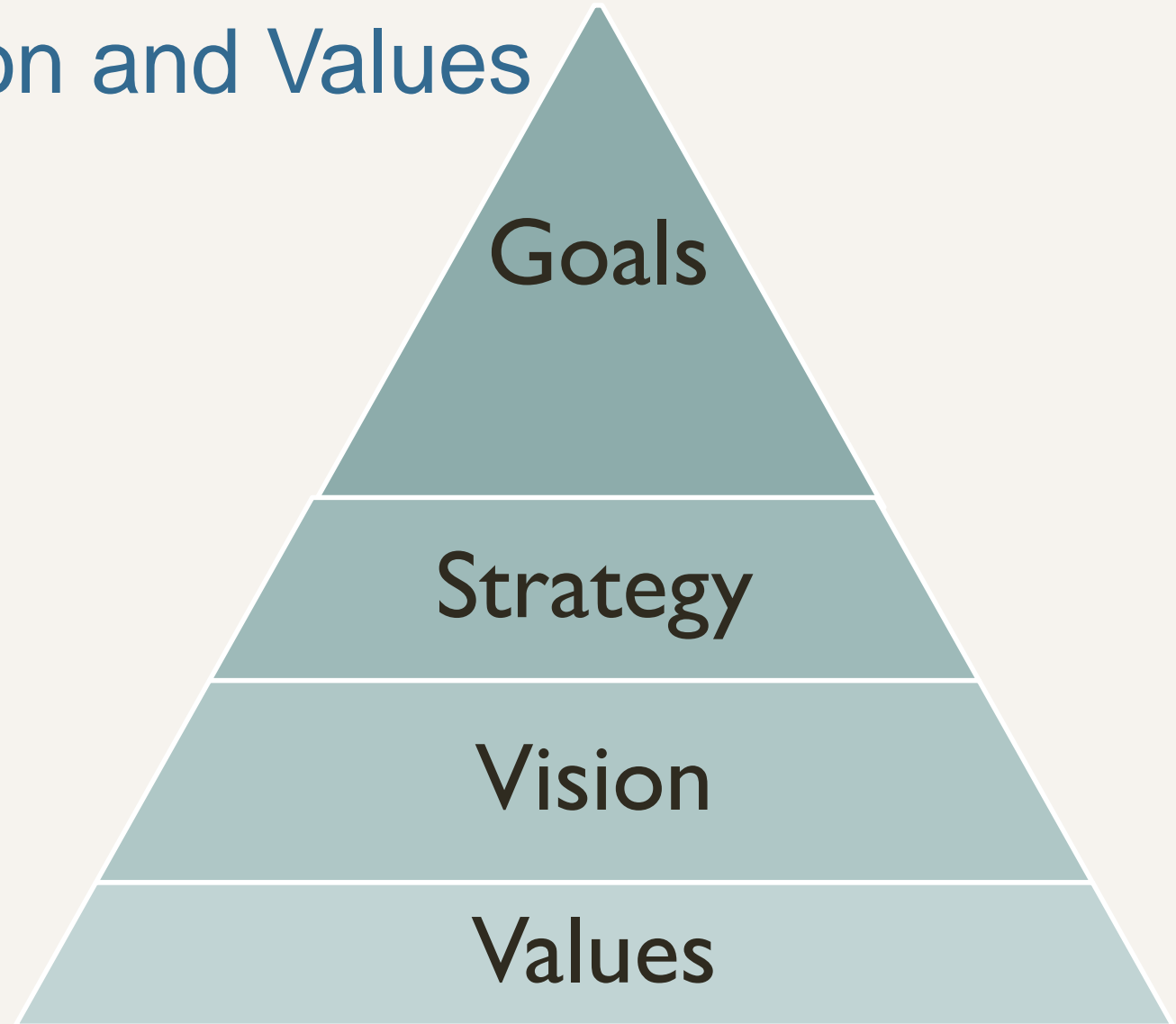
*Leaders think and talk about the solutions.  
Followers think and talk about the problems.*

*Brian Tracy*



# Match Strategy to Vision and Values

- Vision = what you want to become
- Strategic plan = road map to getting closer to vision
- Goals = the legs of the trip



# Gallup Wellbeing Poll

- **Purpose:** liking what you do each day and motivated to achieve your goals
- **Social:** having supportive relationships and love in your life
- **Financial:** managing your economic life to reduce stress and increase security
- **Community:** liking where you live, feeling safe and having pride in your community
- **Physical:** having good health and enough energy to get things done daily

<https://news.gallup.com/poll/247034/hawaii-tops-wellbeing-record-7th-time.aspx>

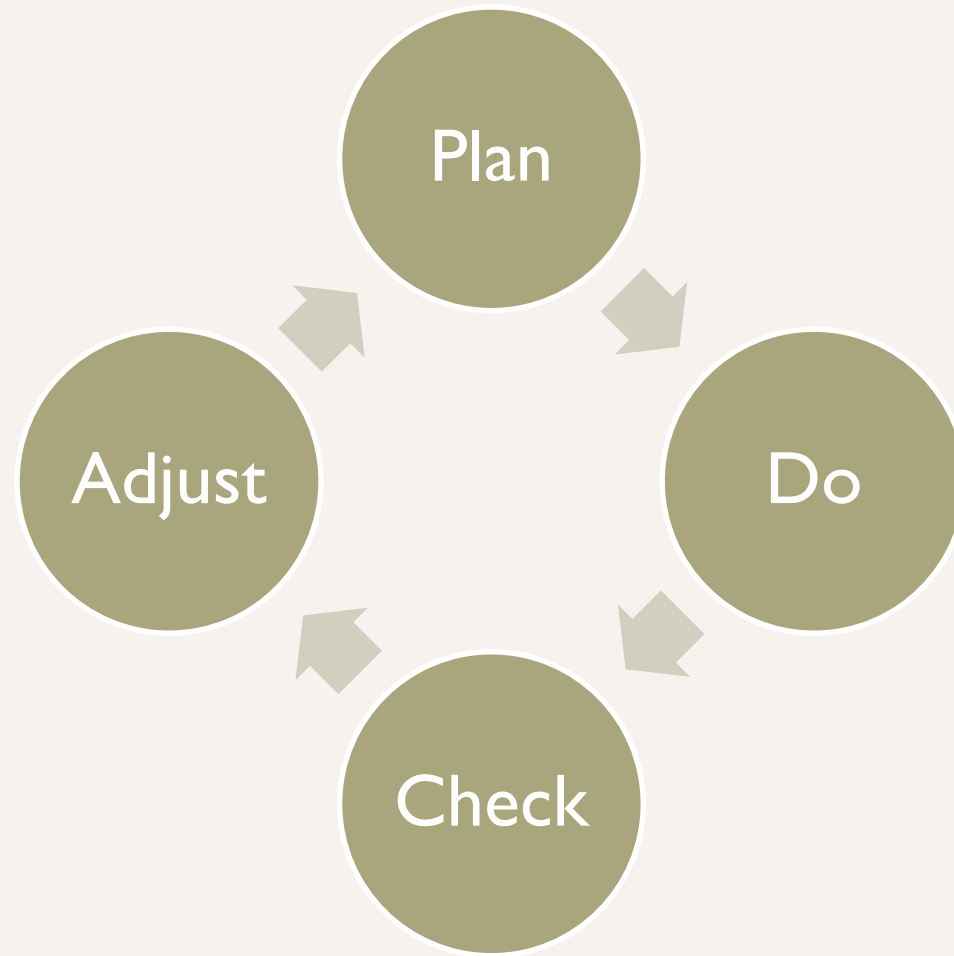
# Use SMART Goals

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**elevant
- **T**ime-bound

# Only a Few Goals

- Limited staff
- Limited time
- Limited resources
- How many goals are really attainable?

# Strategic Plan Life Cycle



# Reflection: Setting Goals

Set two SMART goals for Newbie

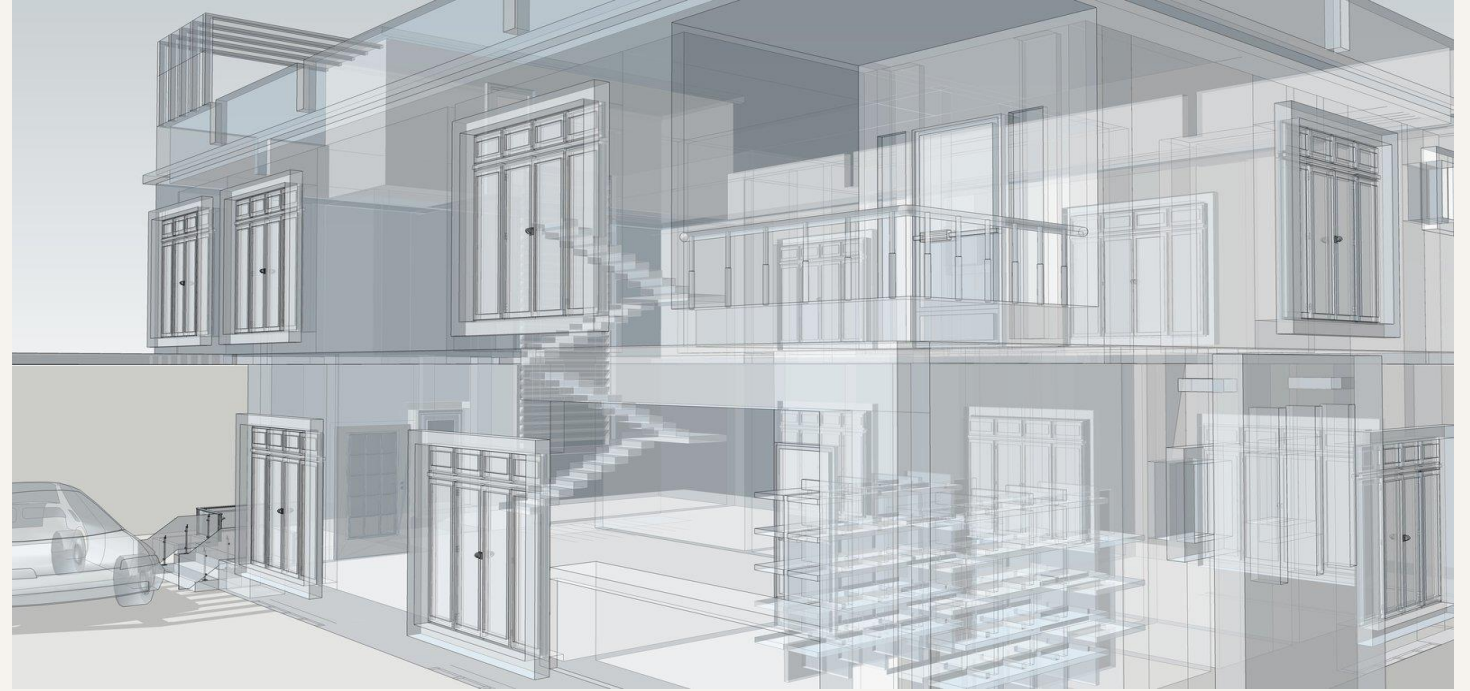
- How will you use data with these goals?
- How are the goals related to your vision and plan?

# Strategy and Support Review

- Build support for your plan on the foundation of engaged employees
- Have SMART goals – but just a few
- Define clear responsibility
- Build Plan-Do-Check-Adjust into your plan
  
- Questions?

# Building on your foundation

- Status quo
- Policy changes
- Organizational changes
- Continuous improvement
- Process re-engineering



Picture courtesy Barun\_Petro, freemages.com

## Vision

Data

Strategy

Engaged Employees

Clear Expectations

Strong Partnerships



# Improving Performance by Leading Change

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*The power of a great story is how it connects us; how it makes us feel.*

*Nancy Duarte*

# Sense of Urgency

Use crises to expose weaknesses and inspire change

- Set high performance expectations
- Hold people accountable for performance
- Provide performance data

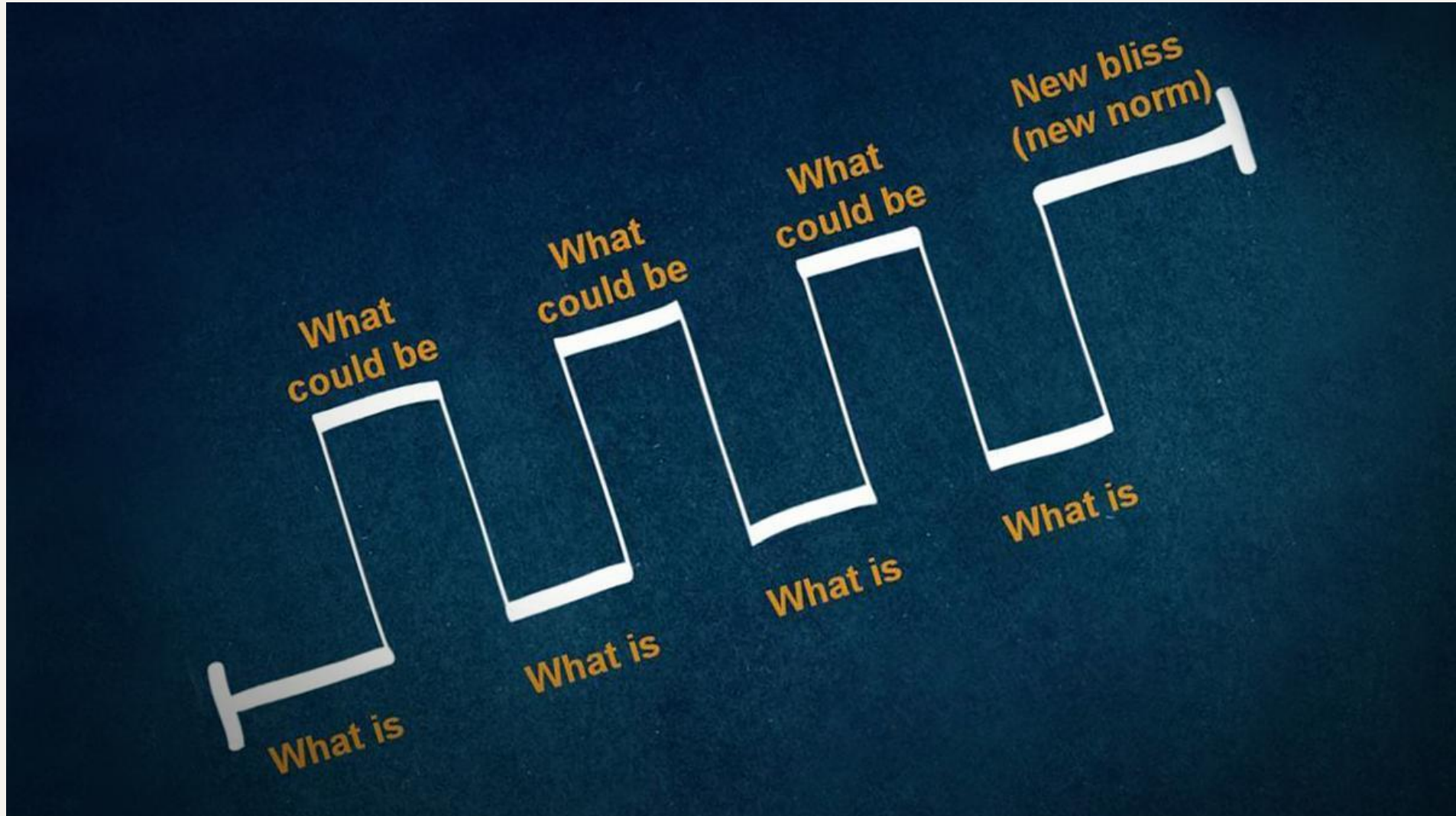
$$D \times V \times F > R$$

The force exerted by  
**dissatisfaction** with the current situation multiplied by  
a **vision** of a positive alternative multiplied by  
**first** steps in the direction of the vision must be greater than  
**resistance** to change

# Sense of Urgency

- Discuss agency problems
- Use consultants
- Listen to customers, partners and others who are dissatisfied and share what you learn
- Provide information about opportunities to improve

# Nancy Duarte's Secret Structure of Great Talks



# How to inspire

Connect to the listeners' emotions

- Tell stories
- Relate to the familiar
- Remember they are the hero and you are the mentor

# Keep Inspiring

## Progress reports and reminders

- Newsletter
- Supervisor talking points
- Email
- Video

# Leading your Leaders

- Conduit for two-way messaging
- Expect support
- Delegate projects
- Develop trust

A great person attracts great people and knows how to hold them together.

Johann Wolfgang Von  
Goethe



# Leaders Carry Your Message

You need your managers and supervisors to carry your message.

- Support decisions
- Share the message
- Carry input back to management
- Inspire their teams
- Train, encourage, hold accountable, reward

# How Supervisors Matter

## Gallup

- 70% of variance in employee engagement is manager driven
- Employee wellbeing is related to manager wellbeing

## Dale Carnegie

- Supervisor behaviors determine how most employees feel about their organization

# Watch for thought leaders

Some leaders lead their peers

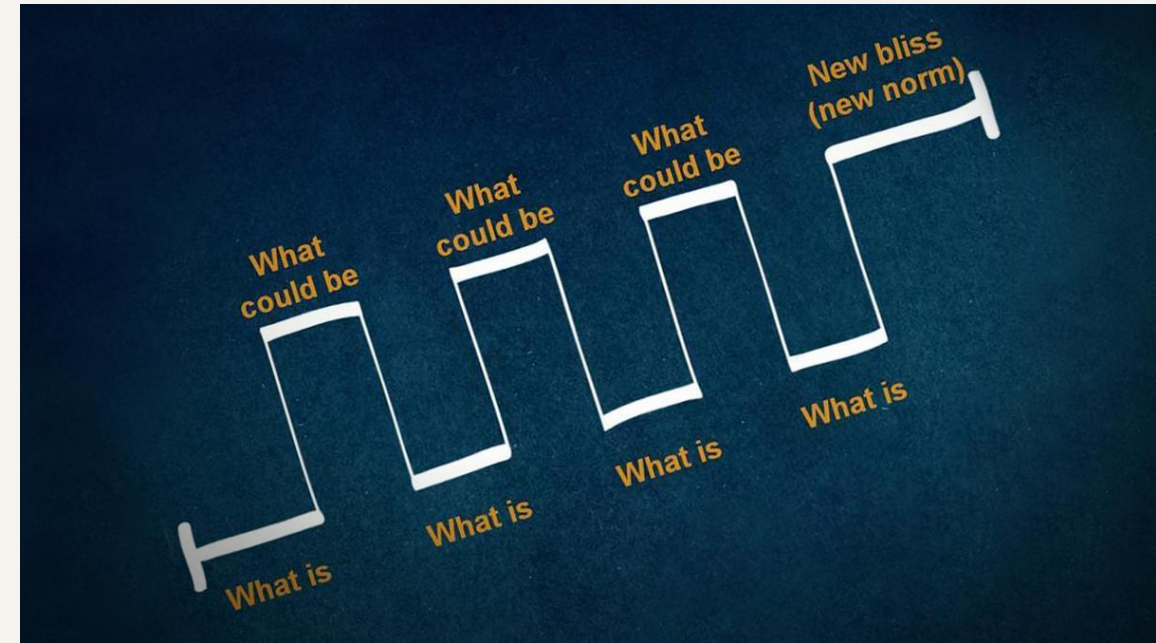
- Connectors
- Mavens
- Salespeople

A leader is a dealer in  
hope.

Napoleon Bonaparte

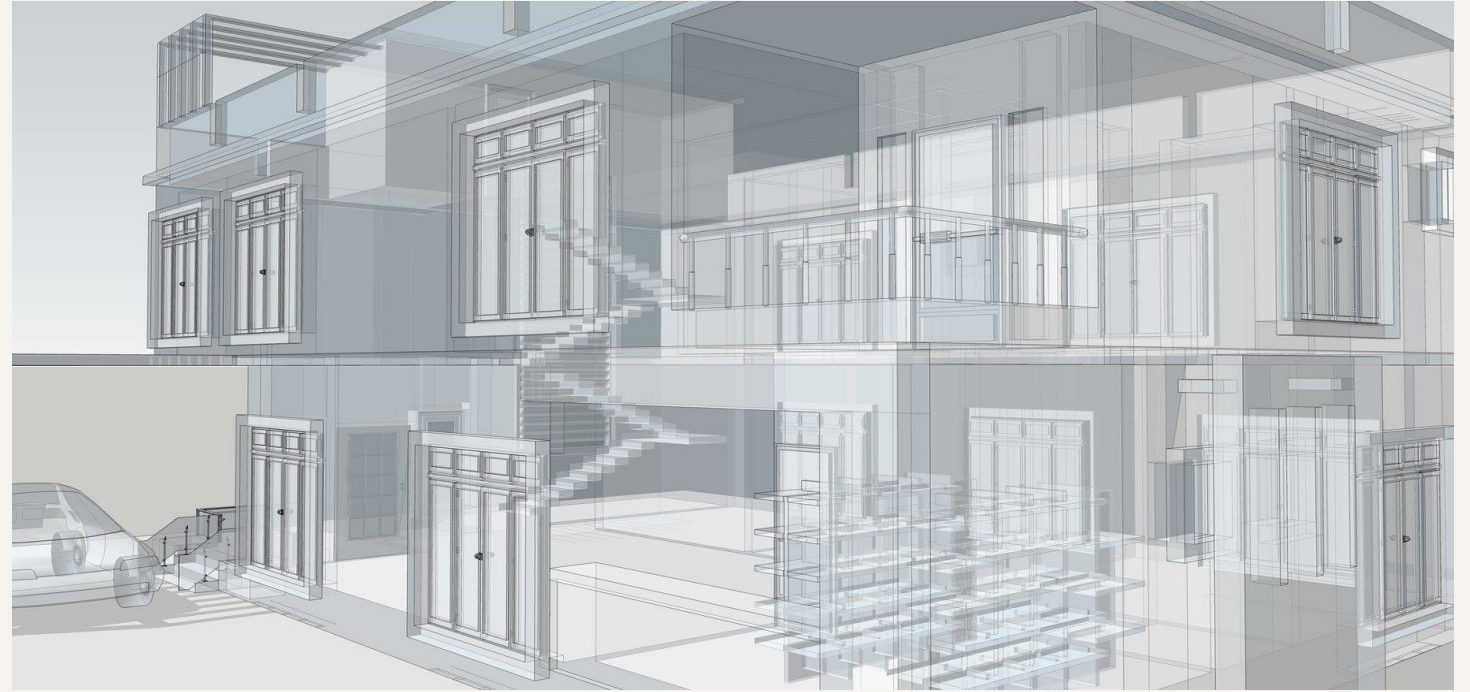
# Reflection: Newbie and Resistance to Change

- Develop a sense of urgency and support for the vision.
- Develop talking points about how things are and how they could be.
- What might Newbie do to bring along the leaders on the management team?



# Building on your foundation

- Status quo
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Picture courtesy Barun\_Petro, freemages.com

## Vision

Data

Strategy

Engaged Employees

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Engaged Leaders

Continuous Communication

# Make your Change Operational – the Team

Do team members have what they need?

- Knowledge
- Skills
- Ability
- Tools

# Improving Performance by Leading Change

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Inspire

**Operational**

Normalize

# Customers

- New or changed forms and letters
- Brochures
- News releases



# Stakeholders

- New interfaces, processes, or workflows
- Review of their letters to shared customers
- Stakeholder staff education

# Make your Change Operational – the Leaders

Do leaders have

- Information
- Tools
- *The will* to articulate

# Keeping Employees Satisfied

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- This last year, have I had opportunities at work to learn and grow?

# Reflection: Newbie Makes it Happen

Pick from a hat:

What will you do to ensure success?

Some possible elements:

- Impact on operations
- Communication
- Training
- Feedback loop

# Implement

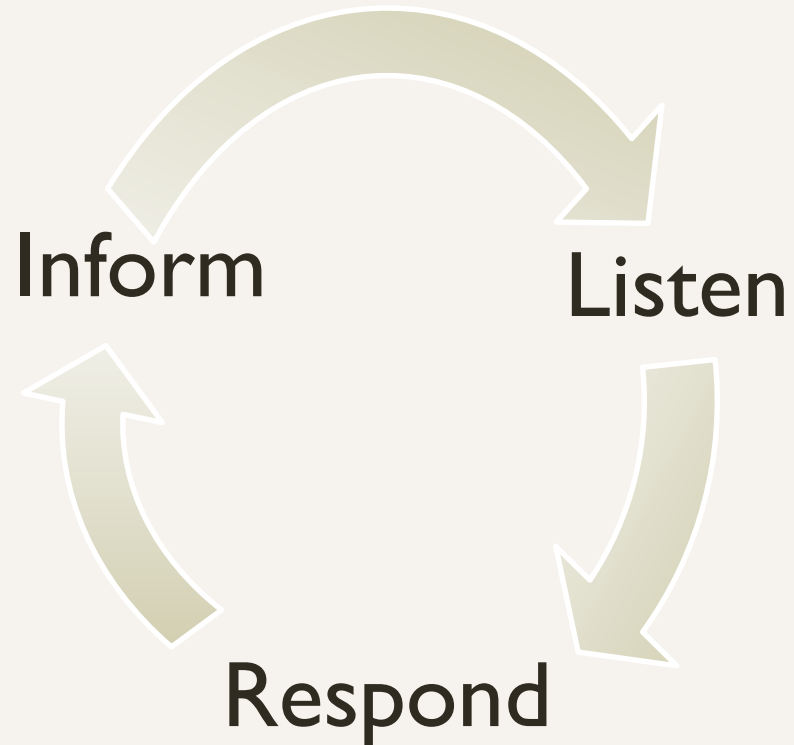
Roll out the change.

- Watch the data
- Listen to the feedback
- Meet regularly with the implementers
- Encourage supervisors and staff

# Role of Short-Term Wins

- Provide evidence that sacrifices are worth it
- Reward change agents with a pat on the back
- Help fine-tune vision and strategies
- Weaken the position of cynics and self-serving resisters
- Keep bosses on board
- Build momentum.

# Continue the Communication Cycle



Key ingredients to the successful management of change is not just setting a clear vision, but ensuring that you keep all those affected apprised of progress through clear and deliberate messaging.

Scott Lekan.

# Summary: Operationalizing

## Operationalizing

- Tools and infrastructure
- Policy and procedure
- Knowledge, skills, abilities
- Leaders ready and willing

Questions?



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**Normalize**

# Normalize

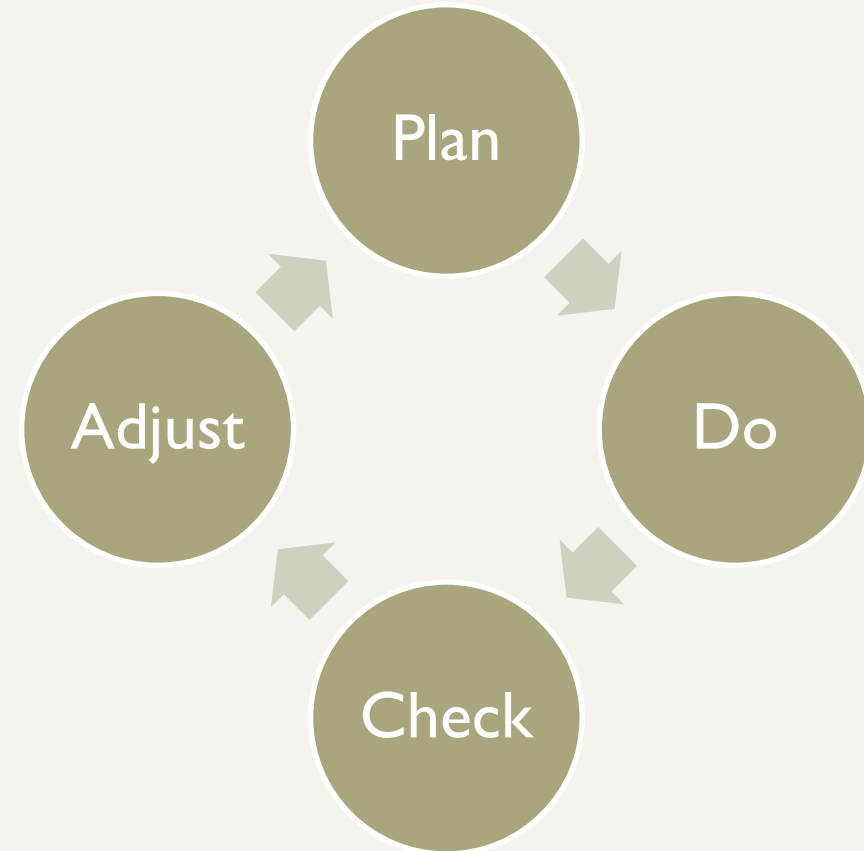
- Reinforce the change
- Look for where it's working and not
- Make adjustments

# New Normal

- Do I know what is expected of me at work?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work? In the last six months, has someone at work talked to me about my progress?
- Are my co-workers committed to doing quality work?
- Does the mission or purpose of my organization make me feel my job is important?

# New Normal to Normal to Springboard

- Plan – Do – Check – Adjust



# Summary: Normalizing

## Normalizing

- Reinforce
- Make adjustments
- Communicate

Questions?

# Improving Performance by Leading Change

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# Reflection: Take-Aways

Reflect on the benefits of participating in this training and write no more than 3 sentences about the most important benefit that you would say to each of these:

- Your boss
- A new IV-D director in another jurisdiction
- Your staff

# Leading Change Wrap Up

- Present data mindfully
  - Choose the right view to tell your story
  - Use examples to enhance the data
- Balance data with people's needs
- Set SMART goals
- Involve everyone affected the whole way
- Be flexible when you can



# Questions?



# Challenge Brainstorm Part Two

In your Challenge Brainstorm groups, review your previous brainstorming in light of this workshop:

- Identify possible changes or adjustments to previous ideas.
- Identify any methods that might make implementation smoother.
- Identify any new ideas.

*Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.*

*Peter Drucker*

# Sharing Reflections

Photo courtesy Patricia McClure, Ravenwings Consulting LLC



*Study without reflection is a waste of time; reflection without study is dangerous.*

*Confucius*



# Workshop Wrap Up

- Resources and additional information
  - Post workshop reading
- Future possibilities discussion
- Questions?
- +/-Δ



Picture courtesy Tim Bish, freeimages.com

# Thank you and safe travels!

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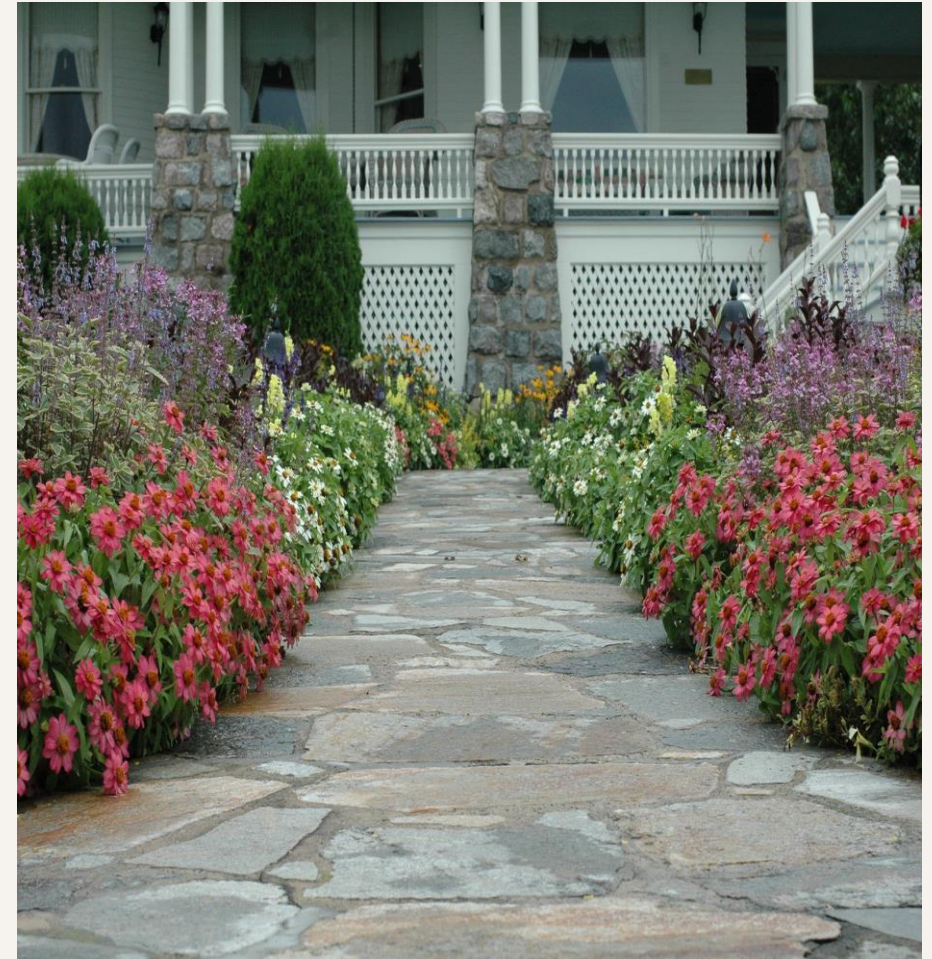


Photo courtesy Shelley Blake, Freeimages.com