

# ***IMPLEMENTATION AND CHANGE MANAGEMENT***

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## F. IMPLEMENTATION PLAN

Many organizations fail to adequately understand their current challenges and capabilities before jumping into an implementation of aggressive new change plans. Diagnosis and understanding must always precede implementing change in order for the changes to be effective and deliberate. The current organization must be understood before change plans can effectively be developed and implemented, addressing critical organizational problems and identifying strategic plans and demands for the future. The audit review that MAXIMUS has completed for Nevada's child support enforcement program has taken into consideration many facets of the existing structure, processes and measurements and has developed recommendations for effective performance changes to bring the Title IV-D program for Nevada and DWSS in sync looking towards a path forward that will make a difference to the families of Nevada of which the program is servicing.

It is relevant to think about proposed and recommended changes for DWSS and the counties that work with this agency within the child support enforcement program as a system. Within a well-functioning system, work is performed efficiently and goals are achieved.<sup>1</sup> Performance and quality are the link between goal achievement and organizational systems. It is helpful to remember that each element of the system has an effect on the whole. Central Office functions and staff have an effect on the PAO's and the county offices, and vice versa. A system is an arrangement of interrelated parts, whose parts are interdependent. An organization, whether large or small, is a living system, and is dependent on its external and internal environments. Through this change implementation process, it is imperative to think of the Title IV-D system in Nevada as a whole, with linking agencies, offices and staff dependent and interdependent on each other. As the strategy is built and phases implemented, keeping this philosophical vision will help to accomplish the mission of increasing efficiency, metrics and performance of the program within the state.

DWSS has several major challenges facing the agency – both near term and long term. There will be an increase in stakeholders as well as a required increase in support provided by the counties. In addition, there will be an increase in the tasks and responsibilities that DWSS will be required to provide in support of the child support staff in the field, specifically in the areas of centralization of locate, ICR, Customer Service, Employer Maintenance, NMSN among these. How well DWSS prepares for these changes will have a major impact on the success reaped from the changes that are implemented.

Long range recommendations such as the design, development and implementation of a system to replace NOMADS, may require a different type of technical support that should be planned for. As DWSS begins to use the new applications there must be careful planning in place for the training of the users as well as the provision of adequate resources in the form of User Manuals, system-type "Help", the ability to adequate staff and support a separate IV-A and IV-D system adequately, to avoid the problems that were and are encountered with NOMADS on a daily basis.

Planning is an iterative activity.<sup>2</sup> If there were not constant changes of which we must be aware, there would only be a need for one plan. However, because there is constant change due to policy and financial changes, caseload ebb and flow for TANF and CSE, staffing changes, agency need changes, as well as others not listed here, a planning model is paramount in order to anticipate future needs for DWSS, local agencies and families participating in the child support enforcement program. Factors that affect the organizations involved must also be considered, including culture, mission, strengths and weaknesses, which in turn can be used in defining and developing a strategic vision and plan for the child support enforcement program in Nevada as a whole. Development of an Implementation Plan also involves periodic and sustainable evaluation, monitoring and control to ensure that Nevada is on target with the changes intended for the program and effected entities, including its many stakeholders and customers.

DWSS planning must include additional capacity for processing IV-D customer service requests and access support, as well as for customer communication and outreach to both the employers as well as the general public. With the adoption of a restructured program and Regional Offices, there should be a major public information and outreach plan developed, targeting those communities that will be most affected by this major change.

Along with the implementation of new tasks and responsibilities as well as a potential longer term restructuring, DWSS should address the redeployment of staff as early as possible. Careful organizational analysis of the current organization should be conducted as early as possible. With the creation of centralized functions, the potential elimination of the PAOs as well as the potential regionalization of the program, several different organizational models should be developed to allow DWSS to maximize the current resources it has, taking into consideration those staff who will retire within the time period targeted, as well as additional staffing needs.

The need and opportunity to redeploy staff becomes apparent with the consideration of the following changes in DWSS:

- Centralization of the Customer Service Unit
- Separation of the Employer and Health Insurance Maintenance responsibilities from the current Help Desk
- Centralization of the Locate activities
- Centralization of some of the enforcement remedies such as FIDM
- Elimination of the PAOs and folding the resources into either a Central Office structure or a regional structure
- Formation of specialized workgroups such as the Alerts and Reports Workgroups
- Identification and formation of the IV-D Steering Committee, just to name a few
- Assignment of some DWSS staff to areas where significant gaps in staff resources are expected

Also, with the establishment of new positions and deployment of staff, careful planning must be put into the development of job descriptions, performance standards

and measurements and reassignment of caseloads. Consideration must also be given to preparation for transfer of knowledge and tasks as well as the development of new processes and/or procedures necessitated by some of the changes. If the proposed restructuring of the program does occur over the next 8-12 years, a great deal of outreach and education must also be prepared and provided to the legal stakeholders (judges, Hearing Masters, attorneys, etc.) as well as the general public.

While a majority of the recommendations proposed within this report are not capable of being implemented "over night," careful evaluation must be made of the recommendations proposed within this report and assignment to either a short term or long range target groups should be made.

The following GANTT charts lay out a proposed high level implementation tasks for some of the major recommendations cited in this report over a twelve year period. This is intended only as a guide for planning for implementation. Depending on what recommendations the State of Nevada chooses to adopt and implement, a detailed Implementation Plan will need to be developed. This Implementation Plan should then be used as a guide towards moving from the current "As Is" baseline towards a new "To Be" IV-D program for Nevada.

Careful consideration and thought should be given to the development of the Implementation Plan, making sure that major risks and mitigating factors be taken into consideration. Some of these potential risks and mitigating factors to be considered are:

- *There is a high level of risk associated with implementation of a program restructuring because it includes a major shift in approach at both the infrastructure, business and operational levels as well as funding allocations from both the state and county levels,*
- *Inability to quickly identify, contain or manage risks that occur during the planning and development stages as well as during and as a result of Implementation,*
- *Lack of or failure to coordinate schedules for upcoming phased-in changes by the ongoing Central Office and IT staff as well as stakeholders within the Nevada Child Support community,*
- *Unforeseen demands during transition with new requirements and/or competing resource requirements,*
- *Lack of monetary and staffing resources at both the county and state level to be dedicated towards the planning, development and implementation phases,*
- *Dependency on the successful passage of legislation at both the state and county level, necessary to support the new initiatives and changes in the IV-D program restructuring process,*
- *Inadequate level of cooperation from states county and stakeholder partners,*
- *Potential for increased costs in the development and implementation effort from the start up of the Implementation Plan to actual full-scale implementation.*
- *Objectives not fully specified, poor planning and estimating, and*

■ *Lack of adequate staff dedicated to the planning and implementation effort.*

It is recommended that a Planning or the IV-D Steering Committee be assigned the responsibility for monitoring the Implementation Plan for compliance, changes and timeframes. One of the major tasks that this committee will be faced with is not only development of the Implementation Plan, but also planning well-developed mitigation strategies targeted at potential risks identified during the development of the Implementation Plan. The ability to quickly and effectively respond to risks that develop will provide a positive approach towards Implementation at all levels. Management for successful change is dependent upon good planning and communication. It is recommended that information concerning the Implementation Plan, timeframes and major bench marks be shared with all staff to keep them apprised of upcoming changes and impacts. This is further discussed in the Change Management portion of this section.

There are various ways to measure whether an implemented plan for program change is on target. One way is through statistical process control (SPC). Although this measurement tool is often thought of in an industrial application, it can be used for virtually any process<sup>3</sup>. SPC's tools of measurement can ensure that federal program requirements are being held to, and where the break is if they are not. There is a built-in element for continuous improvement, training, involvement by employees and management. Also, the processes used in SPC assist in evaluative measures that look to see distinctions as to whether processes are controlled statistically or by capabilities. Whether this metric analysis tool, or another is used, it is important to keep in mind that the quality of the metrics that are used to evaluate the organizational performance of Nevada's Title IV-D program ranges on a continuum and directly relates back to the reliability and validity of the results. Therefore, part of the strategic planning process must include decisions as to what will be measured (which will have dependencies and contingencies on federal mandates and requirements), where the "breakeven" points are, a strategy for a corrective action plan for performance lags, and a strategy for a continuous change management plan.

The Implementation Plan's phases and activities, as shown in the GANTT charts below, include changes that will impact the human performance and relationships for employees. As stated in the paragraph above, and which will be covered in more detail under the Change Management portion, benchmarking, recognizing existing best practices used by Nevada or other states, and recognizing the need for a "systems" approach to the major, as well as minor changes that exist in the Implementation Plan will help to mitigate some of the risks and conflict involved through the Implementation Plan's deployment. Evaluating the progress and success factors of each will assist management to ensure the implementation of this new strategic alliance is on target, working and producing positive performance results for Nevada's Title IV-D program. It is imperative to look at these changes within the parameters of the entire organization involved in these changes (state offices and local offices, as well as the end output to the customers of the services, Nevada's families). This higher level approach, perceiving each entity (or individual) as a part of the whole will promote interdependency as seen in a whole systems approach

versus silo or linear thinking. The proposed Planning or IV-D Steering Committee must not only be cognizant of whether the Implementation Plan is in compliance with the proposed changes and timeframes, but also monitor for assurance that it is working to promote healthy program changes throughout the interdependent entities involved.

***DWSS and COUNTY DISTRICT ATTORNEY COMMENTS***

**DWSS Comment:** Any implementation plan is dependent upon legislative determination of the future of the Child Support Enforcement Program in Nevada.

**MAXIMUS NOTE:** There were no comments on this Section received from the county District Attorneys.

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<sup>1</sup> University of Phoenix, College of Graduate Business & Management, Organizational Performance

<sup>2</sup> *The Strategic Management Response to the Challenge of Global Change*, J. Morrison & I. Wilson

<sup>3</sup> *Quality Management, Introduction to Total Quality Management for Production, Processing and Services*, D. Goetsch & S. Davis, chapter 18.





***Nevada Performance Audit Proposed Implementation Project Plan***

ID	Outline	Task Name	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
1	1	<b>Year One</b>							
2	1.1	Start Certification of Case Managers to Conduct Genetic Testing in Local Offices/Court House							
3	1.2	Develop and Issue RFP to Hire Private Process Servers in Clark and Washoe Counties; Select Vendor							
4	1.3	Implement FileNet and Document Imaging in Central Registry and IV-A District Offices within Next Budget Cycle							
5	1.4	Develop Strategic Plans with Input from Partners and Stakeholders (IV-D And IT)							
6	1.5	Develop State IV-D Training Plan and Academy							
7	1.6	Develop and implement State Hospital Outreach Plan							
8	1.7	Create IV-D Steering Committee							
9	1.8	Form Alerts Workgroup							
10	1.9	Revive Reports Workgroup							
11	1.10	Begin Development/Reclassification Training Position(s) with State Personnel							
12	1.11	Combine Northern and Southern SCaDU into One Unit							
13	1.12	Develop Plan For "Regionalization" of Reno Area Offices							
14	1.13	Study Implications Of "Regionalization" of Offices Outside of Washoe and Clark							
15	1.14	Review Clark County Case-Processing for Efficiencies to be Realized Through More Administrative Process							
16	1.15	Develop Plan for Centralization of IV-D Call Center, Locate and Enforcement Activities							
17	1.16	Initiate Study on "Statization" of Core Case-Processing Functions							
18	1.17	Consider Using Performance Improvement, not Policy Adherence, as the Basis for Measuring Office Success							
19	1.18	Begin Development of Objective Performance Measurement Standards for All DWSS Positions.							

**Exhibit F-1: Implementation Plan – Year One.** MAXIMUS Example of a Proposed Project Implementation Plan.

PERFORMANCE AUDIT OF THE STATE OF NEVADA'S  
ENFORCEMENT AND COLLECTION OF CHILD SUPPORT



ID	Outline	Task Name	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
21	<b>2</b>	<b>Year Two</b>							
22	2.1	Create Centralized Locate Unit, including Necessary Changes to Systems and Operating Procedures							
23	2.2	Create Centralized Employer Maintenance Unit, including Necessary Changes to Systems and Operating Procedures							
24	2.3	Implement Imaging in IV-A District Offices							
25	2.4	Establish Role of Administrative Hearing Officers and Put into Operation							
26	2.5	Finalize Alerts Workgroup Report and Implement Recommendations							
27	2.6	Finalize Reports Workgroup Report and Implement Recommendations							
28	2.7	Migrate Calls to IV-D Call Center							
29	2.8	Begin Automated Centralized Enforcement (FIDM, Licenses, Lien Registry)							
30	2.9	Per Regional Configuration Study, Distribute Regional Office Caseload Among Reno, Elko and Clark							
31	2.10	Per "Statization" Study, either Abandon Idea or Make Five-year Transition Plan							
ID	Outline	Task Name	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
38	<b>3</b>	<b>Year Three</b>							
39	3.1	Begin Design and Development of NOMADS Replacement System							
40	3.2	Begin Design and Development of Online Field Level and Screen Level Help							
41	3.3	Begin Design and Development of System User Manual							
42	3.4	Begin Design and Development of System User Certification Training Plan							
43	3.5	Merge PAO with DA Cases in Regional Offices							
44	3.6	Finalize Regional Office Configuration and State-Level Organization in Line with Regional Office Changes							
45	3.7	Incorporate results and findings from Alerts Workgroup into NOMADS Replacement System							
46	3.8	Begin Design and Development of Case Management Reports into NOMADS Replacement System, Based on findings and Recommendations of Reports Workgroup.							
47	3.9	Implement Administrative Process throughout State							

**Exhibit F-2: Implementation Plan – Year Two and Three.** MAXIMUS Example of a Proposed Project Implementation Plan.

PERFORMANCE AUDIT OF THE STATE OF NEVADA'S  
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ID	Outline	Task Name	Year -1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
49	<b>4</b>	<b>Year Four: (Not Applicable)</b>							
50	4.1	Continue Design, Development and Testing of NOMADS Replacement System							
52	<b>5</b>	<b>Year Five</b>							
53	5.1	Implementation of NOMADS Replacement System							
54	5.2	Issuance of Systems User Manual							
55	5.3	Conduct User System Certification Training							
ID	Outline Number	Task Name	2010	2012	2014	2016	2018		
1	<b>1</b>	<b>Year Six</b>							
2	1.1	Continue NOMADS Replacement System Implementation							
3									
4	<b>2</b>	<b>Years Seven and Eight</b>							
5	2.1	Create State-Run Regional Offices if Study Favors Change							
6	2.2	If "Statizing" Program, Begin Transition of County Employees to State Employees							
7	2.3	Finalize Conversion to NOMADS Replacement System							
8									
9	<b>3</b>	<b>Years Nine Through Twelve</b>							
10	3.1	If Approved, Finalize Conversion of County Employees to State Employees							
11	3.2	If Approved, Complete Transfer of Funding Responsibility from Counties to State							

**Exhibit F-3: Implementation Plan – Year Four, Year Five and Years Six through Twelve.** MAXIMUS Example of a Proposed Project Implementation Plan.



### *Managing for Change*

Many of the recommendations presented in this report will represent relatively minor changes to the majority of staff in the Central Office, DA offices and PAOs. They will involve changes in tasks, duties and responsibilities but also will create a higher degree of accountability, standardization and continuity, and an effective means of measuring performance.

Some of the recommendations represent change at a broader level, such as a replacement system for NOMADS, creation of a variety of workgroups and a IV-D Steering Committee to assist with the planning and implementation of some of these changes. One recent change that the IV-D program experienced in the past several years was the retirement of the previous IV-D Chief and the hiring of a new IV-D Chief. In many ways, this has become a change to which many staff have still not fully adjusted partly because of poor planning for change management.

Some of the recommendations, such as the proposed regionalization and restructuring of the Nevada IV-D program as we know it today, involves major changes that impact not only those directly involved with the administration and provision of child support services in Nevada, but also stakeholders who are influenced and influence the Nevada IV-D Program, as well as the children of Nevada.

Change is one of the most difficult things that we face and more often than not, one of the most difficult challenges that we face and must overcome. In regard to the proposed restructuring and regionalization of Nevada's IV-D Program, it is incumbent upon all involved to develop a well thought out and well laid out plan to facilitate a change such as this.

According to John P. Kotter<sup>1</sup> the eight-stage process of creating major change consists of the following processes:

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

#### **Establishing a Sense of Urgency**

Establishing a sense of urgency is crucial to gaining needed cooperation while making an average contender the industry leader. This requires great cooperation, initiative, and a willingness to make sacrifices from many staff. Creating a sense of urgency usually demands bold or even risky actions that we normally associate with good leadership. For people who have been raised in a managerial culture where

having everything under control was the central value, taking steps to push up the urgency level can be particularly difficult.

The request made by the State of Nevada Legislature for this Program Audit clearly indicates that there is already a "sense" of urgency in taking the necessary steps to improve Nevada's child support program performance. DWSS management also has a sense of urgency that's reflected in some of the initiatives that they've already undertaken to make improvements in performance.

With a sense of urgency comes a commitment to change. The same sense of urgency and commitment should also be conveyed to all involved with Nevada's child support program. The buy-in and support of stakeholders is just as important as the buy-in and support of the child support staff directly involved in the provision of child support enforcement services.

DWSS should take the lead in involving and informing stakeholders of changes that are going to be implemented well enough in advance to allow them to plan and prepare. Because there are numerous interdependencies within the IV-D program (hospitals, other state departments and divisions, employers, judiciary to name a few), the success in the implementation of a recommendation often is based on all "pieces of the puzzle" fitting well together. Two recommendations that would facilitate this is the development and finalization of the DWSS Child Support Program Strategic Plan and the formation of the IV-D Oversight or Steering Committee.

### **Creating the Guiding Coalition**

In order for Nevada to incorporate some of the recommendations found in the report, a powerful force of leaders is required to sustain the transformation process. No one individual is ever able to develop the right vision, communicate it to large numbers of staff, eliminate all the obstacles, lead and manage dozens of change projects and instill new approaches to the way staff view the organization's culture. A strong guiding coalition is always needed – one with the right composition, level of trust, and shared objective. Building such a team is always an essential part of the early stages of any effort to restructure. Four key characteristics are essential to effective guiding coalitions. They are:

- **Position Power:** Are enough key players on board, especially the main line managers, so that those left out cannot easily block progress?
- **Expertise:** Are the various points of view – in terms of discipline, work experience, nationality, etc. – relevant to the task at hand adequately represented so that informed, intelligent decisions will be made?
- **Credibility:** Does the group have enough people with good reputations in the firm so that its pronouncements will be taken seriously by other employees?
- **Leadership:** Does the group include enough proven leaders to be able to drive the change process?

You need both management and leadership skills on the guiding coalition, and they must work in tandem, teamwork style. In addition, building an effective team based on trust and a common goal is essential.

### **Developing a Vision and Strategy**

Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future. A good vision acknowledges that sacrifices will be necessary but makes clear that these sacrifices will yield particular benefits and personal satisfactions that are far superior to those available today-or tomorrow-without attempting to change.

Strategy provides both a logic and a first level of detail to show how a vision can be accomplished.

### **Communicating the Change Vision**

The real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and direction. The time and energy required for effective vision communication are directly related to the clarity and simplicity of the message. Vision is usually communicated most effectively when many different vehicles are used: large group meetings, memos, informal one-on-one talks, etc.. When the same message comes at people from six different directions, it stands a better chance of being heard and remembered, on both intellectual and emotional levels.

### **Empowering Employees for Broad-Based Action**

The purpose of this stage in the eight stage process is to empower a broad base of staff to take action by removing as many barriers to the implementation of the change vision as possible at this point in the process. The biggest obstacles that often need to be "attacked" are structures, skills, systems, and supervisors.

Empowering staff to effect change requires communicating a sensible vision to employees; making sure structures are compatible with the vision; providing the training employees need; aligning information and personnel systems to the vision; and confronting supervisors who undercut needed change.

### **Generating Short Term Wins**

A good short-term win has at least three characteristics:

- It's visible; large numbers of people can see for themselves whether the result is real or just hype
- It's unambiguous; there can be little argument over the call
- It's clearly related to the change effort

Targeting short-term wins during a transformation effort does increase the pressures on staff, but short-term pressure can be a useful way to keep up the urgency rate. In the planning process, DWSS along with the District Attorney Coordinators should discuss, identify and plan for short-term wins or gains resulting from the implementation of the recommendations. For example, while the majority of the case managers in the rural DA offices feel strongly that they know their customers on almost a daily basis because of the closeness of the community, a centralized call center may alleviate many of the day to day calls that they receive concerning more

generalized information and matters. While the DA offices should certainly not refuse to take calls or respond to questions, they should refer the callers to the Centralized Customer Service center for future calls and questions. By doing this and working toward eliminating the majority of the phone calls received in the local offices, time will be freed up for the case managers to manage their cases in a more efficient and effective manner. A short term goal would be to monitor the effects of this change against the volume of actions and casework done, the number of alerts worked and resolved as well as an increase in collections. The increase in the number of case managers does not necessarily equate to improved performance in case management. Learning to work "smarter" with fewer interruptions could prove to be a better measurement.

### **Consolidating Gains and Producing More Change**

Getting employees to approach their work differently can be a monumental undertaking. Sufficient leadership during this stage is invaluable. Outstanding leaders are willing to think long term, as well as short term. This is the challenge for DWSS management as well as the District Attorney Child Support Coordinators. Their willingness to accept change and "give it a try" will have a major impact on the willingness of their staff to also accept change. The assumption of what has always worked in Nevada cannot be wholly substantiated by the performance of the Nevada child support program in the past. The desire to have an improved performing child support program should be the driving factor, desire and strategic goal of everyone involved in Nevada's Child Support Enforcement program.

The process of introducing change to an organization is not that different from rearranging furniture in a large office. A lot of people need to help. You never have a complete sense of all the changes at the beginning. The warm-up steps take a surprising amount of time and energy. The action eventually occurs in a series of projects. Planning for change will involve input from child support staff on many levels. Included in these planning sessions should be the stakeholders who will also be impacted by a change in business practices and child support program structure.

### **Anchoring New Approaches in the Paradigm**

With the implementation of a restructured Child Support Enforcement Program in Nevada, there will be a major shift in the paradigm that child support staff has been so familiar with over the past years. A major effort in managing this change in paradigm will be education, information sharing and input. Newly-established expectations in business processes, performance standards and measurements on an individual, unit, team and program level need to be understood and embraced. Resistance to the change should be met with educating those susceptible to the change the reasoning and benefits behind the change. While this will not occur overnight, or may not even be a shorter term attainable goal, child support staff should be reassured that the change is not an "end all" means of improvement and that suggestions, input and periodic evaluation from all levels (case managers and administrative staff levels up to management) is welcome and will be given consideration.



With the benchmarking established in the implementation of the recommendations, feedback, analysis and information should be passed on through all level of the program as part of the ongoing process of evaluation. Along with this, as normal attrition occurs through retirement and job changes, new child support staff hired will not be as opposed to the changes that have taken place.

### *Summary*

According to John P. Kotter, author of "Leading Change," many people embrace the past, not the future. The strategy for embracing the past will probably become increasingly ineffective over the next few decades. Better for most of us to start learning now how to cope with change, to develop whatever leadership potential we have, and to help our organizations in the transformation process. It's better for most of us, despite the risks, to leap into the future and to do so sooner, rather than later.

Along with the implementation of new tasks and responsibilities as well as a potential longer term restructuring, DWSS should address the redeployment of staff as early as possible. Careful organizational analysis of the current organization should be conducted as early as possible. With the creation of centralized functions, the potential elimination of the PAOs as well as the potential regionalization of the program, several different organizational models should be developed to allow DWSS to maximize the current resources it has, taking into consideration those staff who will retire within the time period targeted, as well as additional staffing needs. Another consideration is the process for transfer of knowledge and/or the development of new written processes and procedures. All of these factors must be taken into consideration.

Care should be taken to ensure that the newly designed organizational structure will provide an adequate infrastructure.

It is our recommendation that should Nevada choose to implement our proposed restructuring of Nevada's IV-D program, or any of the alternative recommendations, that it seek the assistance of a facilitator to assist in the planning effort and development of an acceptable Change Management Plan. It is also equally important that DWSS attempt to involve as many who will be impacted by any of the changes to be implemented in the planning for the changes. Obtaining "buy in" from those affected by change goes a long ways towards successful change. Recruiting staff from the DA offices and the PAOs to actively work with Central Office staff in developing a plan to manage changes will help "smooth out" the path as the agency moves forward.

For many who will be impacted by changes in one manner or another, the assignment to a new work site, assignment of new job responsibilities and tasks, and potentially a new supervisor and coworkers, the more they are kept informed and "in the light" the easier it will be for them to manage the changes put before them.

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<sup>1</sup> Leading Change, John P. Kotter (Harvard Business School Press, Boston)