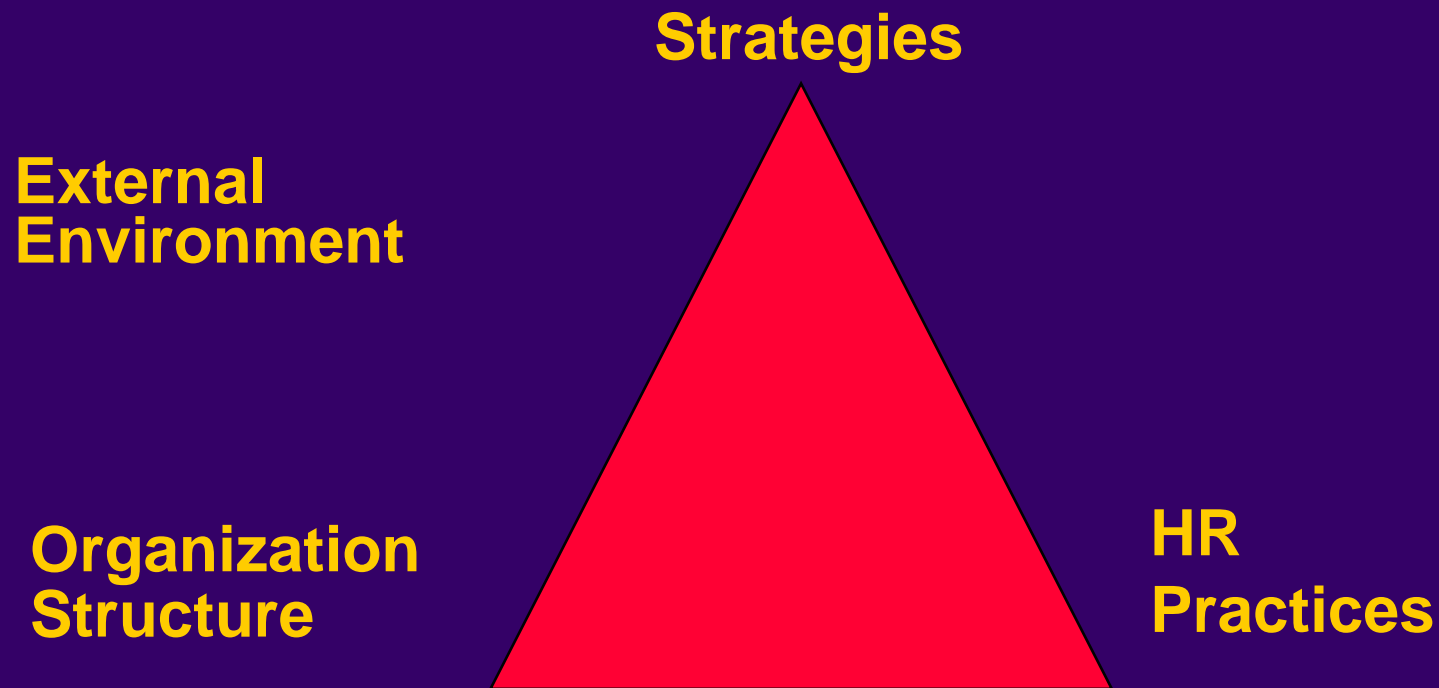


T-TAP



Pat Rogan

Organizational Change Triangle



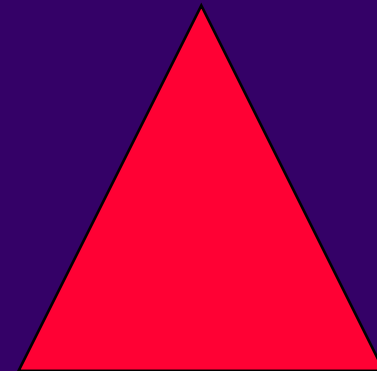
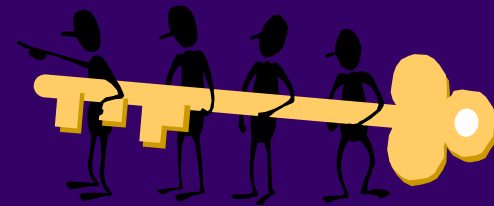
Organizational Restructuring

- Staff roles & staffing patterns
- Job descriptions/classifications
- Authority lines/hierarchies
- Role of management

Organizational Structure

Common Themes:

- Organize around people instead of programs
- Flatten the structure
- Be flexible; use generalists”
- Use teams



Traditional Structures



Changing an Organization's Structure

Traditional

- Slice up consumers
- Organize around programs & depts.
- Use specialists models

New

- Provide holistic supports
- Organize around people
- Use generalist model & team approach

Changing an Organization's Structure

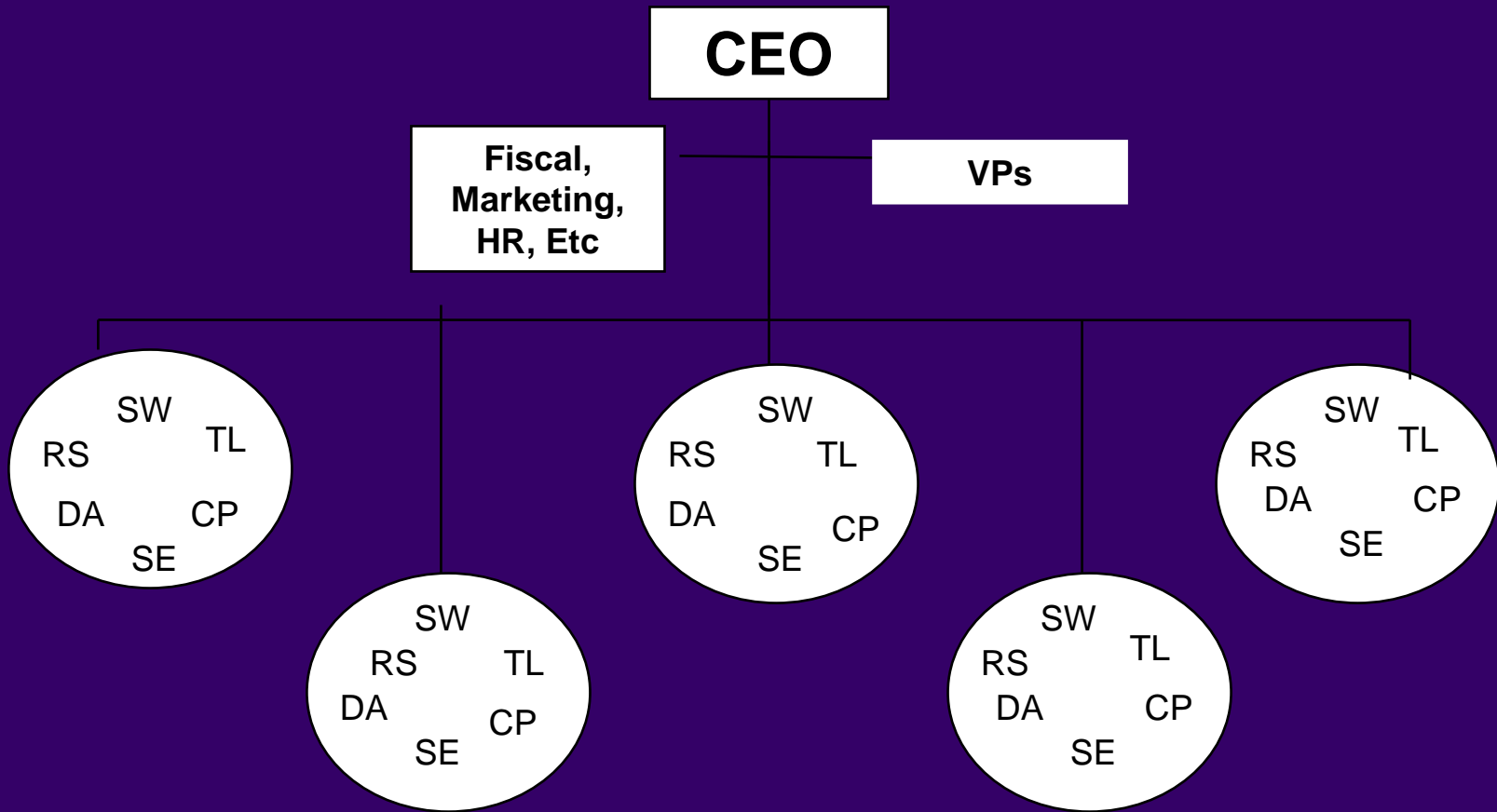
Traditional

- Assign caseload by disability level
- Ratios XX:1 staff
- Management by traditional hierarchy
- Lots of middle management & desk jobs; admin uninvolved with people

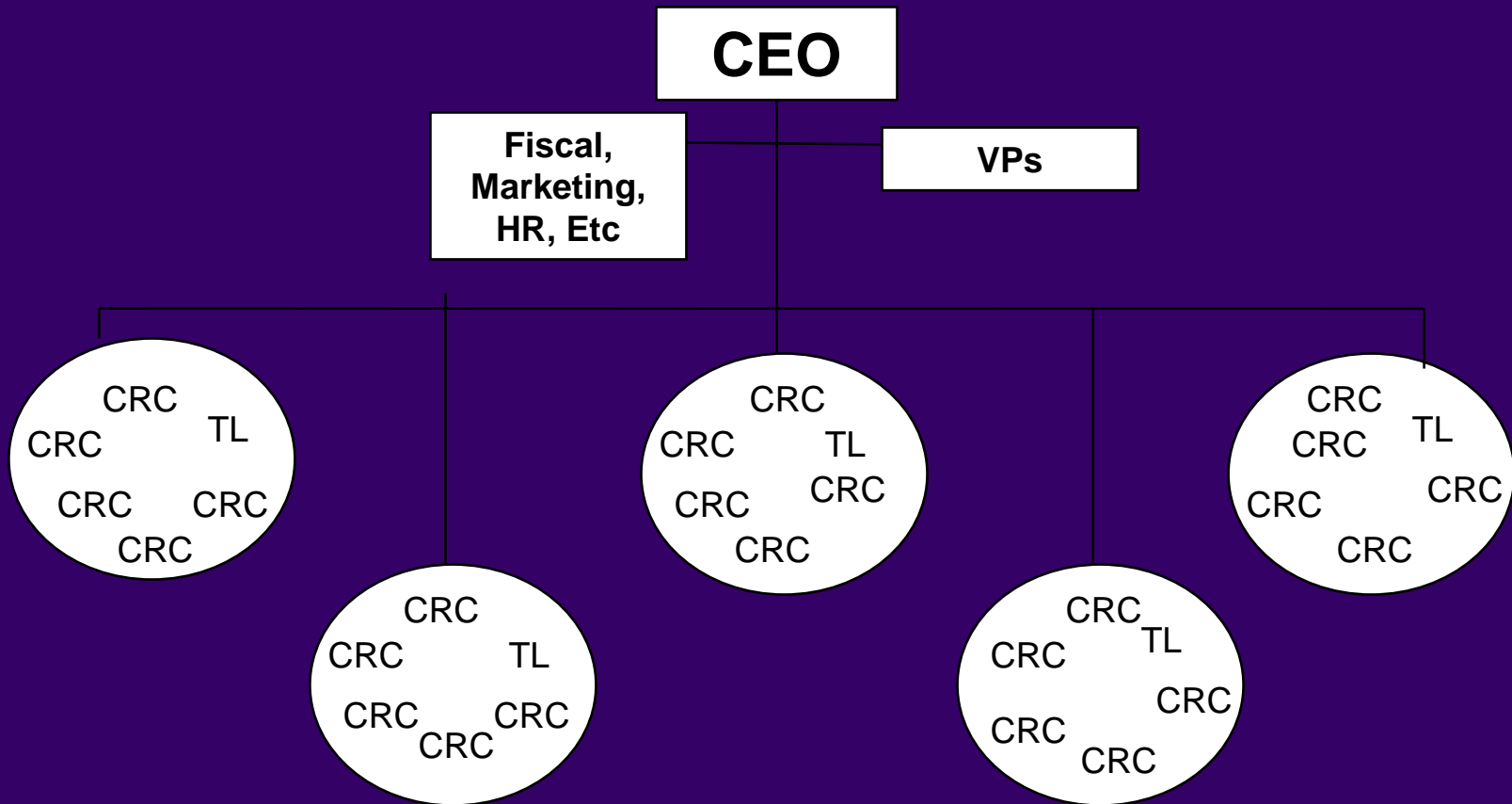
New

- Caseload by consumer choice, consumer/staff match, geographic
- Ratio XX: team
- Day-to-day mgt. by self-directed teams
- Fewer managers. Team leaders. Everyone works with people.

Phase One - Deprogramming



Phase Two - Deprogramming



Lessons Learned

- Evaluate what is/is not working well:
 - ACCESS?
 - REPONSIVENESS?
 - EFFICIENCY?
 - COST?
 - CUSTOMER SERVICE?
 - SAFETY NET?

Lessons Learned

- Decide HOW (and by whom) decisions will be made before starting process.
- Be clear about the “givens” (vision, outcomes, productivity, etc.)
- Involve staff with the HOWs..(Not “if’s”)

Lessons Learned

- Who to include?
 - ◆ Workshop/industry?
 - ◆ Group homes?
 - ◆ Non-supported employment ventures?
 - ◆ Case management/service coordination?

Lessons Learned

- How high do we go? (Management changes)
- There will be fall-out. Plan for it!

Lessons Learned

- Is the issue “GENERALISTS” vs. “SPECIALISTS” OR
- Is it a question of TEAMWORK?
Formal? Informal? Leadership of teams?

Lessons Learned

- The key is to reorganize and restructure to meet the needs of persons receiving services.

Real Issues that Must Be Addressed

- Coordination with funders/referral sources
- Coordination with community employers & services
- Staff training, skills, & stress level

Remember - HR Practices must change too!

- Job descriptions
- Recruitment & hiring
- Staff orientation & development



Remember - HR Practices must change too!

- Feedback systems
- Pay & compensation



Recruitment & Hiring

- Rewrite job descriptions
- Hire for the future
- Pay staff more

Recruitment & Hiring

- Use non-traditional sources
- Re-deploy good staff

Orientation & Training

- Reinforce mission & values
- Conduct staff skills inventory
- Invest heavily in ongoing, cross-functional training

Orientation & Training

- Provide job shadowing & mentors
- Develop a learning culture
- Use internal & external expertise

Feedback Systems

- Provide regular, ongoing feedback
- “360” evaluation:
Feedback from customers



Feedback Systems

- Self-evaluation
- Career plans
- Team evaluation



Rewards & Compensation

- Raises based on performance, skill acquisition, responsibilities, & market rate
- Rewards:
 - Increased responsibility
 - Recognition
 - career advancement
 - flexibility/time off

Radical Breakthrough vs. Incremental Changes?



Freezing



Place we
can exist



Boiling