

Redesign And Succession Planning (RASP TEAM)

Q: “What comes to mind when you hear the word *“redesign”*, what word or 2 or even an image comes to mind?”

Give everyone a few seconds to think....

- Fear
- Change
 - What change
 - It is coming
 - How does it affect me
- Why
- Structurally
- Cost
- How long is it going to take
- Success
- Proactive
- Streamline
- Efficiency

“Who would like to share 1st?”

“What do you *already know* about this redesign project *so far*?”

- Mulder Report
- Current Org Chart
- Goals
- Communication while improving is still lacking
- Duplication in work load
- Other Counties

Priority of the project is to enhance the excellent customer service in Swift County

Q: “What *excites* you about County redesign?”

“What is the importance of doing this *now*?”

“What are the *high level benefits* of doing the re-design?”

“What are the *low effort opportunities* that we can take advantage of?”

“What are the *measurements (calculated benefits)* to doing this?”

- Continuing and improving on the excellent customer services for Swift County.
- Positioning the County for a strong future.
- To utilize the expertise we currently have and plan for a strong succession as key individuals leave the organization.
- 10 years from now employees look back and find that this process was beneficial.

- The County feels like a unified team.

Q: “What **concerns** you about County redesign?”

“What **problems** are we trying to **solve** with this project?”

“What are the **risks** with **doing** this project (redesign)?”

“What are the **risks** with **not doing** this project (redesign)?”

“What could **go wrong** with this project (redesign)?”

- As we try to streamline we may miss the target.
- We redesign in the wrong way and crash (or worse lose good people).
- We become financially unstable.
- No risk no reward.
- Losing your job.
- Demoted (lower classification)
- Loss in pay.
- Waiting to change will cost (\$\$\$) us more later. (Technology)
- Waiting to change cost of time later.
- No advancement if we don’t identify opportunities for employees.

Q: “What are the **boundaries** of this project? What is **included**?”

“We can’t do everything so....what are we **not doing**? What is **outside the scope** of this project?”

“Where do we **stop**? How will we know **when we are done**?”

“What are we **missing** in this project?”

- Succession planning – Look out 5 years.
- Limit to County Departments (maybe HRA, RDA?) (Not fire district).
- No employee will be laid off due to the redesign. (If there is going to be a reduction, it will be by attrition only)
- No current employee will see a lowering of their classification or pay. (Changes in classification will occur only when someone leaves)

Q: “To help us confirm what our commitment truly is, we need to answer the “**triple constraints**” question?

What will be most important -- **Cost, Time or Scope/Function** ???

Cost – what are the possible costs for doing the project? What are the cost implications of doing or not doing the project?

Time – what is the realistic timeline? What are the implications of doing it fast / slow?

Scope/Function – given the scope of the project (what is included and what is not included), what is the function of this project (redesign)? What are some dangers of being successful with it?

- Staff away from their day-to-day tasks

- Inability to continue the high level of service to our citizens
- Processes that are cumbersome that hinder our ability to serve our citizens.
- Too fast, we will miss things. Too slow, will fall to the waste side.
- Initial redesign options are provided to the board by end of 2015.
 - Follow-up on progress and revisit on potential redesign opportunities every 2 to 3 years.
- Failure to make change can cost the County money. Example, health insurance change in 2014 has allowed \$400,000 in reserves which allows the county to hold rates increases low and protect from future large increases.
- Not doing anything is an action. May not be the best option.

Q: “What can we learn from **other organizations** about redesigning their systems?”

- We don’t need to reinvent everything. Learn from other counties successes and mistakes.
- Talk and communicate with employees and empower them to make suggestions.
- Tap more organizations (including private) for input and ideas.

Q: “What would **success** look like if this project (redesign) were implemented?”

- Satisfied citizens and employees.
- A county government that is here 150 years from now.

Q: “What are we really **committed** to doing now?”

APPROACH

“What are some suggestions for how we now move forward on this?”

- *Committed with results*
- *Continue pushing.*
- *See input from others.*

(make a recommendation to County Board for a design / org structure, then form the implementation team ; form the Task Force that will make recommendations, what are the other options? County Board is ultimately is going to make a decision and the county employees are ultimately going to implement)

TIMELINE

“When do we think we can really be done?”

*“What are important **milestones**?”*

- Initial redesign options are provided to the board by end of 2015.

- Start asking people by April 1
- RASP meets by May 1
 - Jim Mulder meets with group during first meeting.
- Group meets every at least monthly. Team members are expected to be at the meeting and complete any homework.
- Group will seek input from every department even if that department does not have a representative on the RASP team.
- Draft report completed by November 1st.
- Final report given to the Board at the 2nd meeting.
- Follow-up on progress and revisit on potential redesign opportunities every 2 to 3 years.

TEAM/RESOURCES

“Who should be on the team going forward?”

- | | |
|--|--------------------------------------|
| ● <i>Board Member</i> | ● <i>Environmental Services</i> |
| ● <i>Administration</i> | ● <i>Courthouse DH</i> |
| ● <i>Vet Services</i> | ● <i>Courthouse support staff</i> |
| ● <i>Human Services</i> | ● <i>County Attorney</i> |
| ● <i>Highway</i> | ● <i>Law Enforcement</i> |
| ● <i>Highway or Enviro.
Service Main. Worker</i> | ● <i>Citizen/Business
Member</i> |

*“What are ways for this team to be **cohesive** & **productive**?”*

*“How are we going to **get this done**? **Who** will do what?”*

- Roles and responsibilities will be determined by the team.

COMMUNICATION PLAN

*“How does this group want to **stay in touch/ communicated with**?”*

- Weekly updates on the group. Have one member that can do this work.

*“What is our **communication strategy** with the rest of the organization?”*

- Weekly updates on the group. Have one member that can do this work.
- Look for tool for a county “intranet” bulletin board.

NEXT STEPS:

*“What are our practical **next steps**? **Who** will be responsible for them?”*

- **Ask for people to assist!**
- **Hold a meeting by May 1st.**