

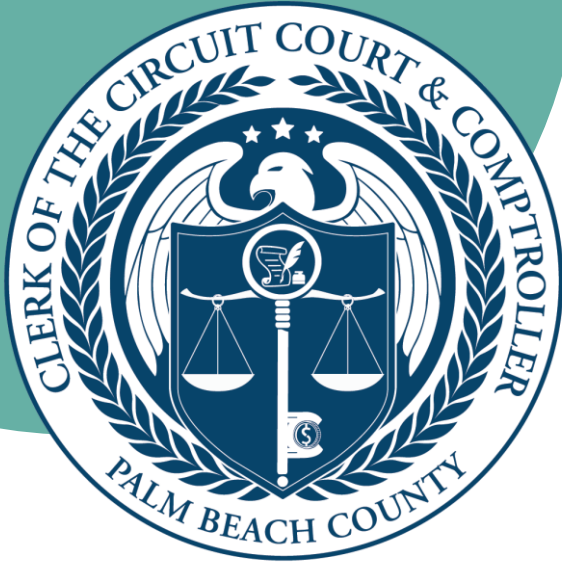
Keeping Up With The Times: Change Management In The Face of Technology & A Multi-Generational Workforce

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Topics for Discussion



Multigenerational Workforce

- Challenges
- Strategies



Change Management

- Challenges
- Best Practices



Our Office Experience

- Lessons Learned
- BA/Training Team



The Multigenerational Workforce



As people are living longer, and economic conditions are requiring many people to continue working past a traditional retirement age, government offices often find that they have a team that has multiple generations working together.

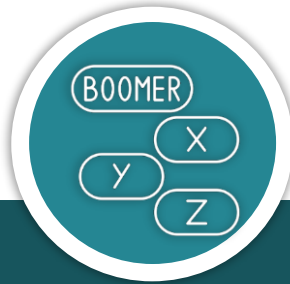


Managing a Multigenerational Workforce



Traditionalists

Born in 1945
and before



Baby Boomers

Born between
1946 and 1964



Generation X

Born between
1965 and 1976



Millennials

Born between
1977 and 1995



Generation Z

Born in 1996
and after

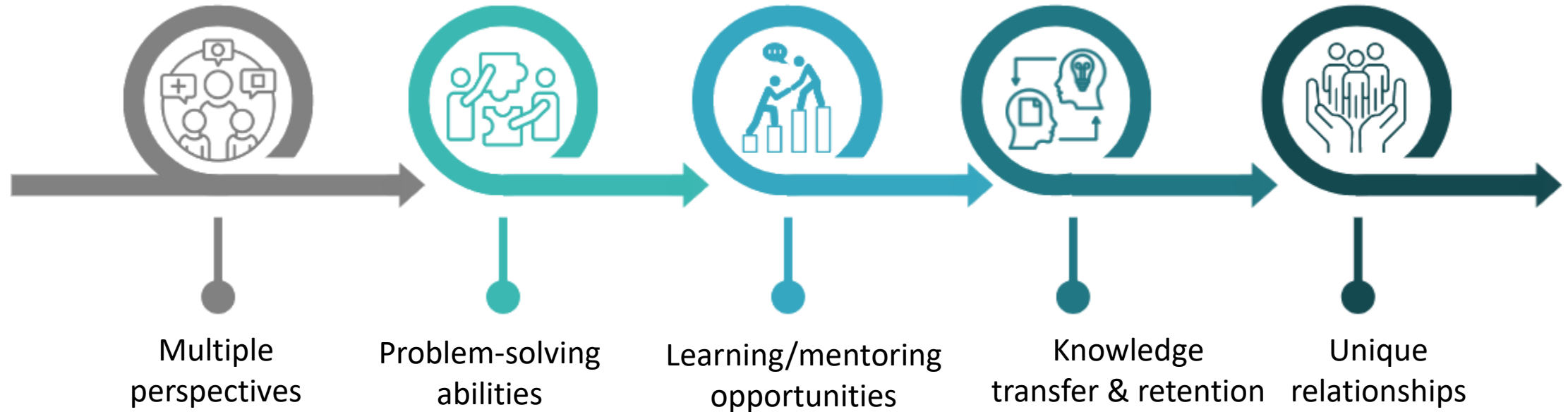
Managing multigenerational workforces is an art in itself. Young workers want to make quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence.



- HARVARD BUSINESS SCHOOL

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Multigenerational Workforce Benefits



Challenges of a Multigenerational Team

Varying skill levels

Expectations

Attitudes

Perceptions

Motivations

Communication styles



Multigenerational Management Practices

1. Employee Value Proposition
2. Inclusive Hiring Process
3. Cater to Different Communication Styles
4. Clarify Expectations
5. Collect Feedback
6. Accommodate Diverse Working Styles/Needs
7. Create Learning Opportunities
8. Combat Stereotypes
9. Nurture an Inclusive Work Environment



Change Management

- Impacts all employees regardless of tenure and generation
- Requires leadership to:
 - Find the best approach for a diverse group of employees
 - Understand the needs of employees and concerns of the team



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Change Management Employee Concerns

Change creates uncertainty and stress.

Will they be included in the process?

How will this change effect job duties?

Will there be an impact to staffing?

Concerns with learning new technology.



Change Management Best Practices



**Pre-
Implementation**



**During
Implementation**



**Post-
Implementation**



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Change Management Best Practices



Pre-Implementation

- Employee buy-in
- Identify & involve ALL stake holders
- Identify new business requirements and pain points
- Actively engage employees of all levels and experience
- Document current processes
- Training strategy



Change Management Best Practices

- Create detailed project plan and timeline
- Create testing scenarios and detailed scripts
- Testing Region/Sandbox for employees
- Meet with testers regularly to review issues
- Provide Training (various platforms)
- Conduct Pilot or Mock Go-Live sessions



**During
Implementation**



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Change Management Best Practices

- Provide on site support for challenges and issues
- Provide additional training if needed
- Expect post go live issues
- Plan for drop in productivity during initial first few weeks
- Lessons Learned Meeting



**Post-
Implementation**

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Our Experiences – Lessons Learned



LESSONS
LEARNED

- Identify/include **ALL** stakeholders
- Communication and clear documentation
- Documenting detailed current business process
- Follow up with employees after implementation.



Our Office's Approach

- Create a new team of Project Coordinators, Business Analysts, Trainers, and/or SME's
- Filled with existing employees from various functional areas
- Expanded the team over the last 5 years to meet office needs



Our Office's Approach

WHAT?

- Gap between IT and Functional teams
- Functional team advocate that could understand and communicate with both technical and business team's "translator"

WHO?

- Business Analysts
- Trainers

WHY?

- Business process documentation and requirements
- Create testing scenarios and scripts
- Coordinating & facilitating testing
- Provide end user training



Questions



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