



**Implementing the
NCDPI Organizational Assessment
Recommendation #6:
Regional Support Structure**

**North Carolina State Board of Education
Meeting
August 1, 2018**

NC DPI organizational assessment

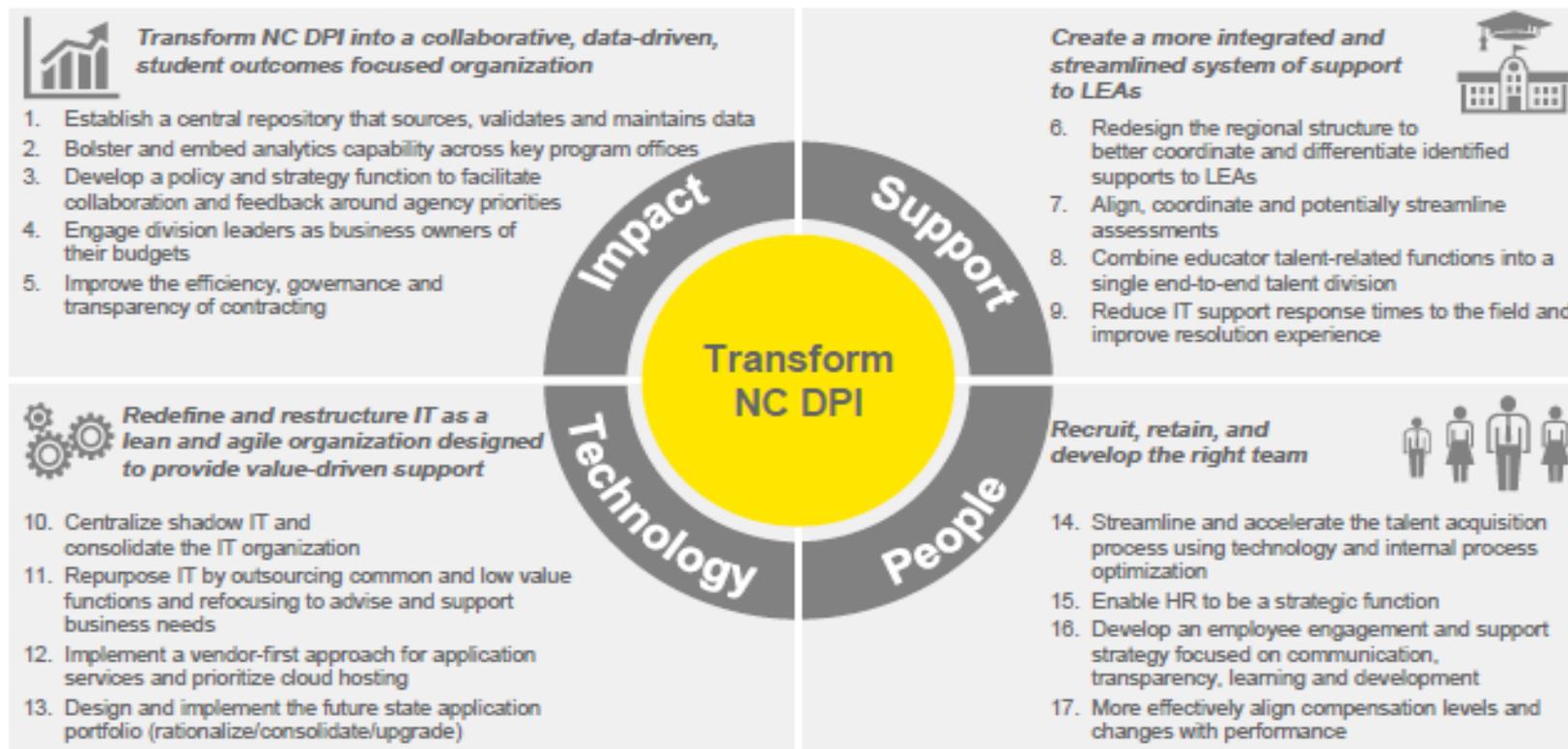
Final report

April 27, 2018



Project overview

Our work highlights 18 recommendations that could be implemented to support the transformation of NC DPI



A transformation management office should be created to support the effective implementation of these recommendations (Recommendation #18)

Note: Shadow IT refers to resources performing IT related functions that resides in divisions outside of the IT organization

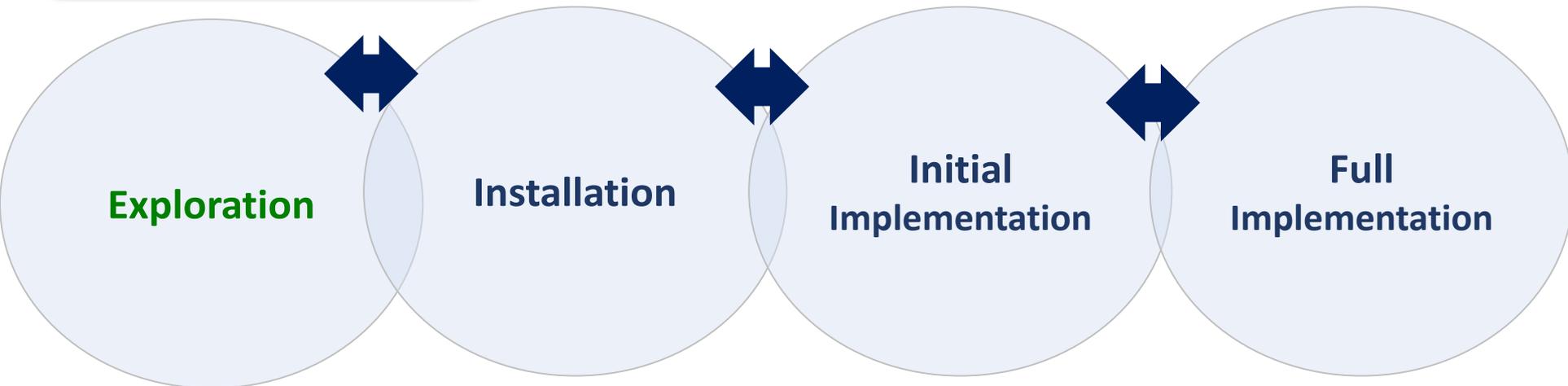


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Implementation Stages



- **Assess Needs**
- **Assess Fitness**
- **Examine recommendations**
- **Consider Implementation Drivers**

- **Acquire Resources**
- **Prepare Organization**
- **Prepare Implementation Drivers**
- **Prepare Staff**

- **Adjust Implementation Drivers**
- **Manage Change**
- **Deploy Data Systems**
- **Initiate Improvement Cycles**

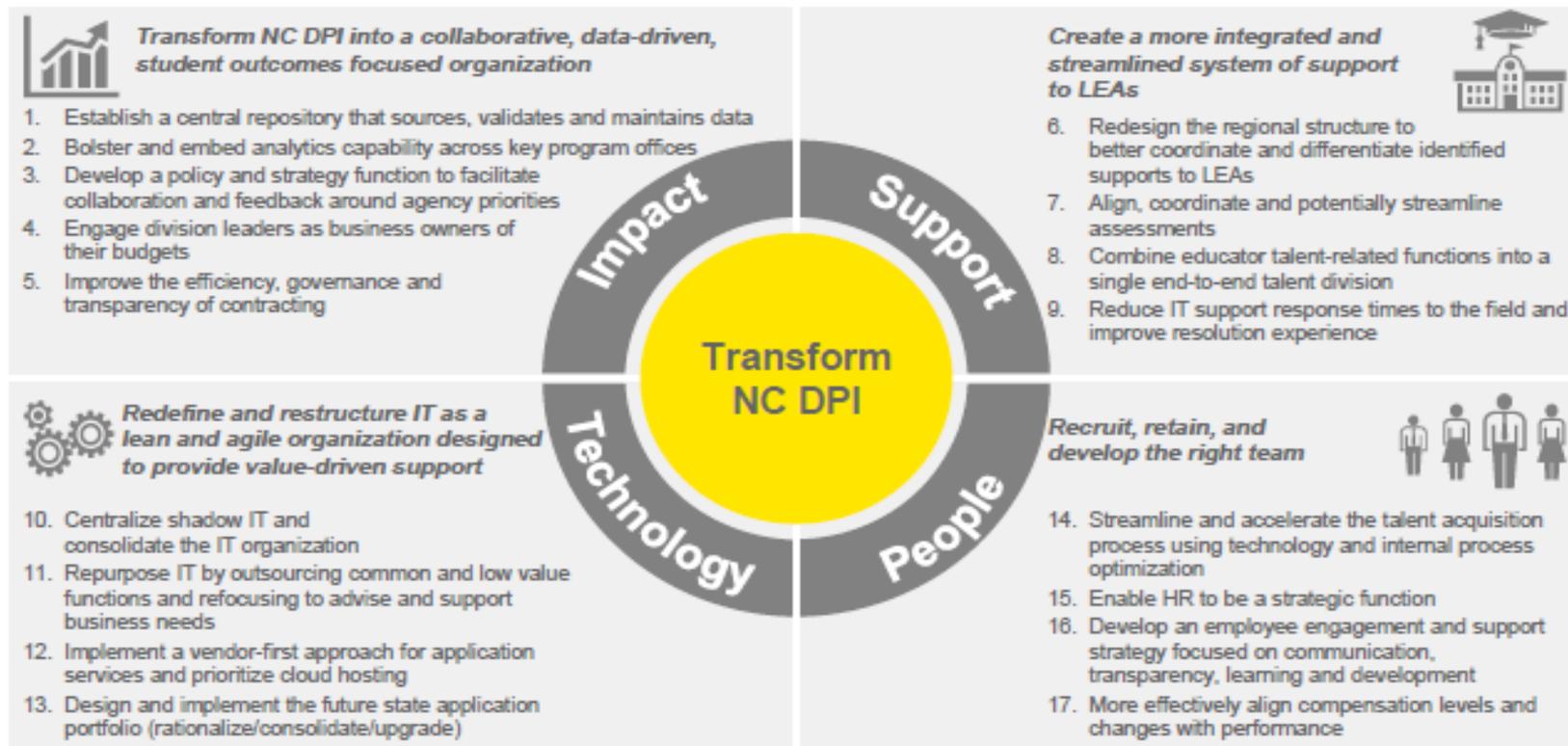
- **Monitor & Manage Implementation Drivers**
- **Achieve Fidelity & Outcome Benchmarks**
- **Further Improve Fidelity & Outcomes**

2-4 Years



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Support: Recommendation #6

Redesign the regional structure to better coordinate and differentiate identified supports to LEAs

- Coordinating academic supports (menu of supports) to the field, including intensive support for low-performing LEAs/schools and more targeted, programmatic support for the remaining LEAs/schools
- Each region would have a Regional Case Manager, who oversees a Regional Support Team
 - Coordinating
 - Assessing
 - Planning
 - Evaluating



Support: Recommendation #6

Redesign the regional structure to better coordinate and differentiate identified supports to LEAs

Connection to ESSA Plan:
Menu of Support

Emerging Initiatives
Promising Practices
Proven Programs

Pages 10-13 of the NC ESSA Plan



Support: Recommendation #6

Redesign the regional structure to better coordinate and differentiate identified supports to LEAs

Desired Outcomes:

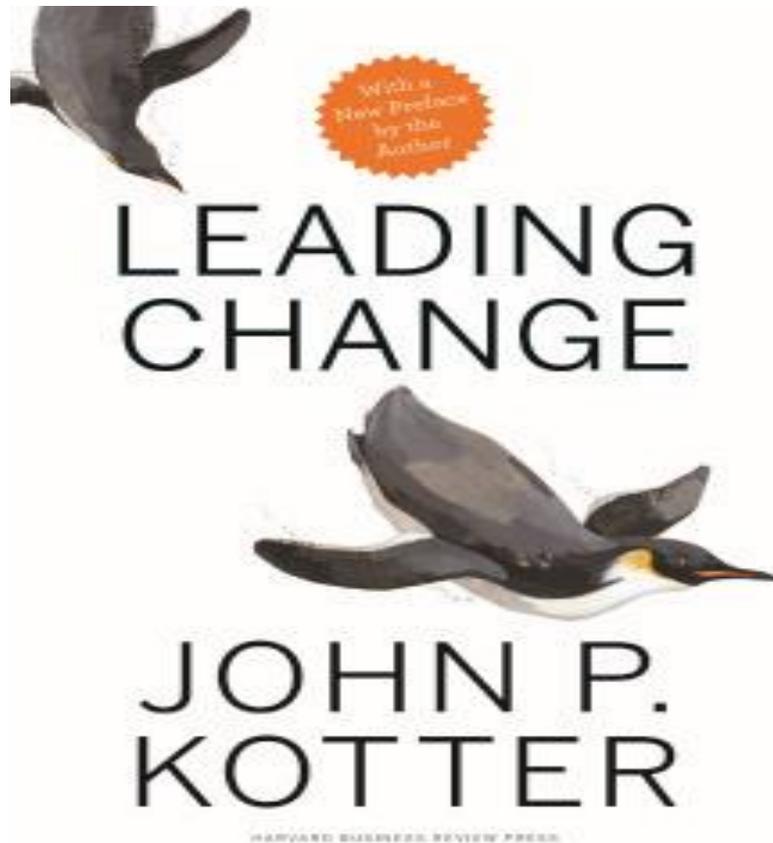
- Increased coordination across the academic areas at NCDPI
- More efficient deployment of agency resources as duplication of effort is reduced
- Clear articulation of DPI's priorities as they relate to programs and associated supports (menu of options)
- Increased use of data to drive decision-making
- Improved field perceptions on the consistency and quality of supports provided by NCDPI



Regional structure to better coordinate and differentiate identified supports to LEAs: What will be different?

Previous Regional Roundtable Structure	Future Regional Support Team Structure
Brokering of Services & Coaching	Case Management Approach
Focus on LEA Requests	Focus on LEA/School Data
Communication, Coordination, and Data Use Process Developed by each Regional Roundtable	Structured and Consistent Communication, Coordination, and Data Use (DPI Brand Promise)





How are we framing the exploration stage?



John Kotter's 8 Step Process
for Leading Change



John Kotter's 8 step Process for Leading Change



John Kotter's 8 step Process for Leading Change

Step 1: Set the Stage and Create a Sense of Urgency for Building a Regional Support Structure

- Collaboration facilitated by the Southeast Comprehensive Center – July 12, August 9, and Sept. 20
- The purpose is:
 - To determine the capacity of the Agency to implement and to gauge staff concerns in order to give teams the necessary supports to ensure success.
 - To use the 5 conditions of **Collective Impact** to develop the focused agenda for the Regional Structure



John Kotter's 8 step Process for Leading Change

Step 2: Create a Guiding Coalition

- Directors from the following areas serve on the Guiding Coalition for the Regional Structure:
 - CTE, C&I, Early Education, DTL, Integrated Academic & Behavior Systems, EC, Accountability, Federal Program Monitoring and Support, ESS, and Advanced Learning
- The purpose is:
 - To review and develop plans for implementation
 - To determine if progress is being made on implementation



John Kotter's 8 step Process for Leading Change

Step 3 : Develop a Vision and Strategy

- Consider the EY vision for the Regional Structure for coordinating academic supports, including intensive support for low performing LEAs/schools
- The purpose is:
 - To simplify decision making and strategy development
 - To motivate people to take action in the right direction
 - To coordinate the actions of staff in a fast and efficient way

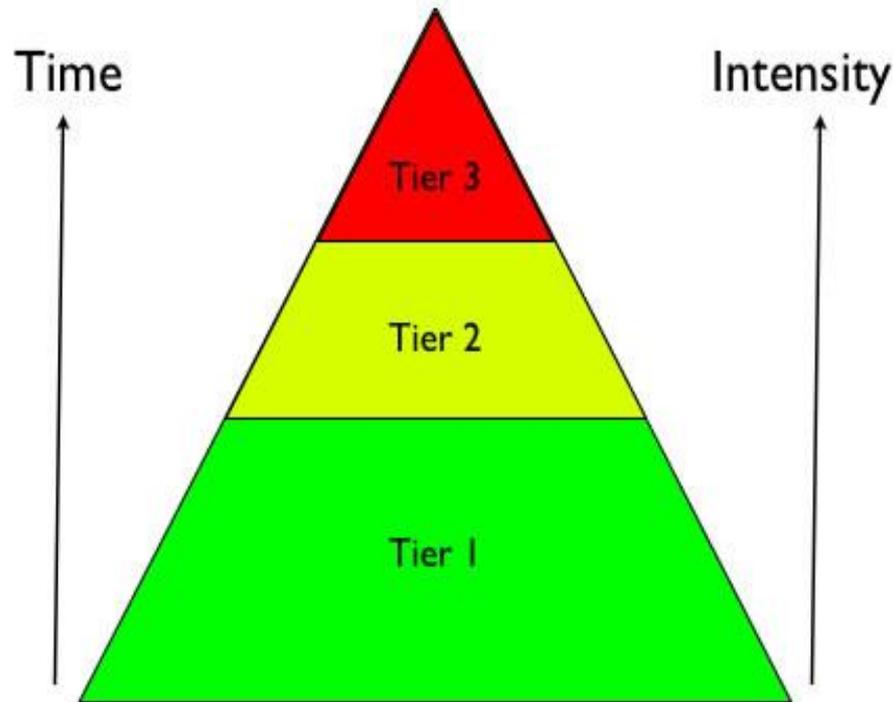


Possible Vision and Strategy

115 LEAs

11 Low Performing LEAs

504 Low Performing Schools



Based on data for certain Low Performing Schools/LEAs, especially the bottom 5% of Low Performing Schools

Based on data for certain Low Performing Schools/LEAs

LEAs/Charters

John Kotter's 8 step Process for Leading Change

Step 4: Communicate a Change Vision

- Develop an internal and external communication plan that meets the following criteria:
 - Keep it simple and use repetition
 - Use metaphors, analogies, and examples
 - Provide information through multiple forums
 - Seek input from the end users (Superintendents, Title I Directors, Chief Academic Officers, Principals, etc.)
- The purpose is:
 - To explain the vision,
 - To allow for two-way communication



John Kotter's 8 step Process for Leading Change

Step 5: Empower Employees

- Develop a list of learning opportunities and expectations for the Regional Case Managers and the Regional Support Team members.
- Align the NCVIP performance system to the vision and expectations for implementing the Regional Support Structure
- The purpose is:
 - To set performance expectations for Regional Case Managers and Regional Team Members



John Kotter's 8 step Process for Leading Change

Step 5: Empower Employees

- Learning opportunities may include:
 - NC STAR – School Improvement Planning Tool
 - Microsoft Office Suite, specifically Microsoft Teams
 - Implementation Science
 - Consistent Data Protocol
 - Case Management
 - Comprehensive Needs Assessments



John Kotter's 8 step Process for Leading Change

Step 5: Empower Employees

Statewide Regional Support Teams:

8 Regional Case Managers

48-64 Regional Support Team Members

Each Regional Support Team:

1 Regional Case Manager

6-8 Regional Support Team members



John Kotter's 8 step Process for Leading Change

Step 6: Generate Short Term Wins

- Utilize the Guiding Coalition and the Regional Support Teams to develop and monitor metrics on the following internal short term wins:
- Some wins could include:
 - Targeting objectives and budgeting for the Regional Support Team Structure
 - Scheduling the first meeting with local superintendents to review the Regional Support Structure by October 31, 2018



John Kotter's 8 step Process for Leading Change

The primary purpose of the first 6 steps is to build momentum.



John Kotter's 8 Step Process for Leading Change



John Kotter's 8 step Process for Leading Change

Step 7: Consolidate Gains & Don't Let Up

- In a successful major change initiative, by step 7 you will begin to see:
 - Additional people being brought to the table
 - Empowered staff at all levels to lead this effort
 - Staff working on a collective agenda(s)
 - Constant effort to keep urgency high
 - Consistent show of proof that the new way is working



John Kotter's 8 step Process for Leading Change

Step 8: Anchoring New Approaches in the Culture

- Utilizing the Exploration Stage of Implementation Science
- Establishing known structures (i.e. Guiding Coalition, Consistent Documentation and Data Usage Tools, Secure Meeting Times, etc.)
- Establishing common values and goals that relate to performance



Leading Change

Thirty years of research by leadership guru Dr. John Kotter have proven that 70% of all major change efforts in organizations fail.

Why do they fail? Because organizations often do not take the holistic approach required to see the change through.

RBSGROUP



Questions

