



INTERNATIONAL FOOD PROTECTION TRAINING INSTITUTE

49 W. Michigan Ave. Suite 300
Battle Creek, MI 49017
269.441.2995



IFPTI Fellowship Cohort IV:
Research Presentation
Tessa R. Dixon, MBA, RS
2014-2015



Change Management Practices by State and Local Food Safety Regulatory Agencies

Tessa R. Dixon, MBA, RS

IFPTI 2014-2015 Fellow

Louisiana Department of Health and Hospitals

Office of Public Health

Sanitarian Services

Funding for this program was made possible, in part, by the Food and Drug Administration through grant 5U54FD004324-04; views expressed in written materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does any mention of trade names, commercial practices, or organization imply endorsement by the United States Government.

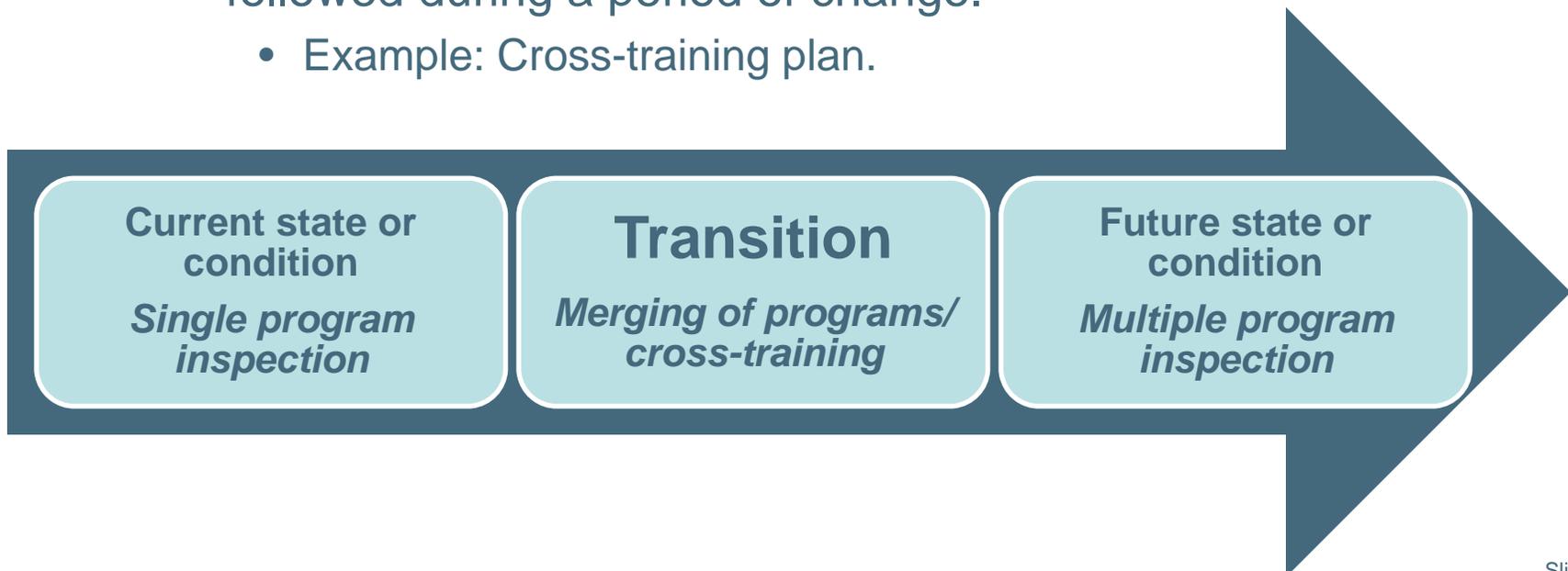
Background

- Louisiana underwent a re-organization two years ago:
 - Lean Six Sigma:
 - Merged program responsibilities, implemented cross-training; multiple program inspection.
 - Objective: Increase efficiencies, eliminate redundancies, meet the greater demands of the state agency.
- Impetus for change:
 - Food safety program standardization
 - Federal-State cooperative agreements: MFRPS/VNRFRPS
 - FSMA—IFSS



Background (continued)

- Transition planning:
 - Transition: The process or period of changing from one state or condition to another.
 - A transition plan outlines the processes and steps to be followed during a period of change.
 - Example: Cross-training plan.



Background (continued)

Change management practices:

- The process by which the phases of transition are managed to ensure the desired outcome is achieved.
- The strategies used to facilitate organizational change initiatives and overcome resistance to change.
- A set of basic tools or structures to keep a change effort under control.
- Examples:
 - Communication plan
 - Corrective action plan, etc.

Problem Statement

- The extent to which change management practices are utilized within state and local food safety agencies is unknown.

Research Questions

1. Do state and local regulatory agencies prepare, communicate, and implement transition plans when change initiatives occur?
2. Is employee input allowed during the transition-plan development process?
3. Do transition plans address competencies identified for changes in work assignments, provide adequate training for the new competencies, and outline new employee responsibilities?
4. Do the transition plans have realistic timelines for implementation, are they effectively implemented, and are they the right solution for the change initiative?

Methodology

- Developed exploratory survey:
 - 9 questions; two-step process
 - 2 screening questions
 - Final question had nine (9) questions regarding transition planning
 - Multiple choice and yes/no questions
- Data Collection:
 - Online survey (SurveyMonkey, Inc.)
 - Response rate: 75/289 emails (26%)
- Analysis:
 - Data organization and refinement
 - Reported findings

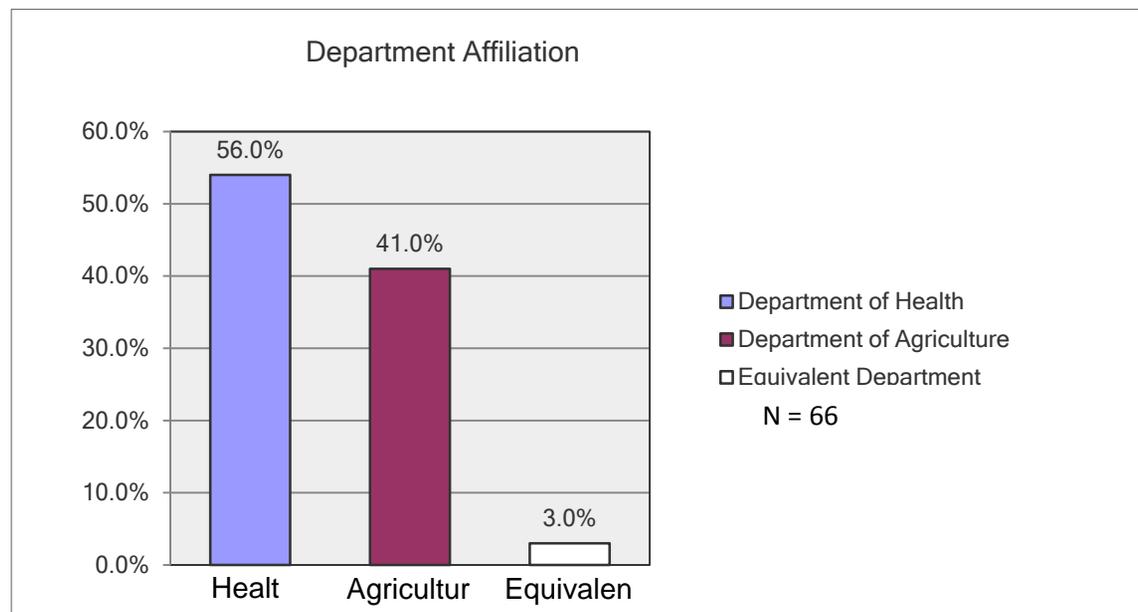
Study Population

Population criteria:

- Full-time, state and local food safety employees
- Excluded tribal and federal agencies
- Survey respondents were derived from the Association of Food and Drug Officials (AFDO) – Directory of State and Local Officials (DSLO)
- Respondents experienced program transformations within the last ten years.

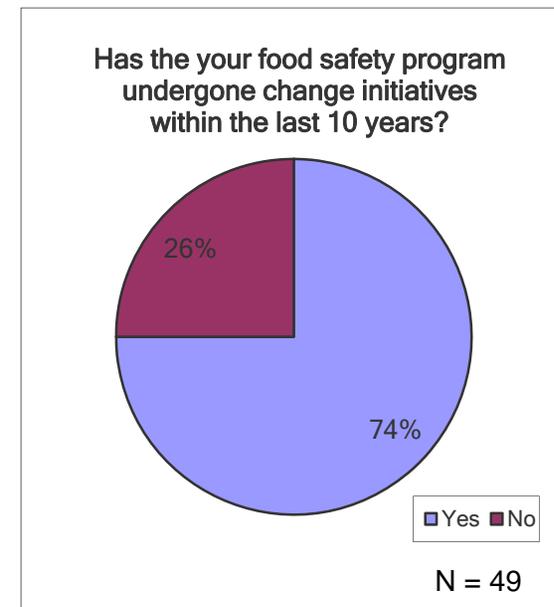
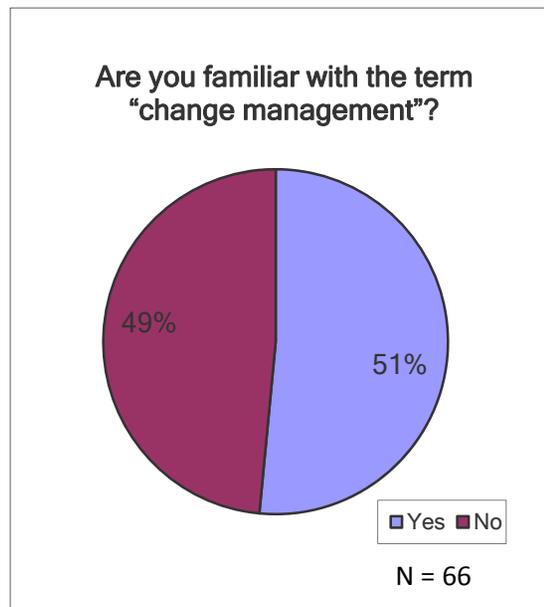
Results

- 71 of the 75 participants were state or local food safety employees; 4 were screened out of the survey (screening question).
- A total of 66 respondents were statistically analyzed; 5 skipped the question (4 were previously removed).



Results (continued)

- Of the 66 identified respondents, 51% were familiar with the term “change management.”
- 49 (74%) of the 66 respondents had undergone program reforms/change initiatives within the last 10 years.



Results (continued)

- The 49 respondents were asked a series of questions about their experience of the program changes within their agency; 42 answered and 7 skipped.
- The table in the next slide shows the responses to these questions.
 - 42 respondents continued with the survey.

Results (continued)

N = 42

Topics Addressed by the Transition Plan	Responses			
	Yes	No	Unsure	N/A
Was provided by upper management?	40%	38%	10%	12%
Was explained and communicated?	46%	26%	7%	21%
Was effectively implemented?	43%	26%	12%	19%
Allowed for employee input?	43%	31%	7%	19%
Addressed the core competencies required of the changes in work assignments?	48%	21%	10%	21%
Provided adequate training for the new competencies required?	52%	21%	7%	19%
Outlined new employee responsibilities?	48%	19%	12%	21%
Timeline for implementation was realistic?	36%	26%	17%	21%
Was the right solution for the identified problem(s)?	50%	12%	19%	19%

Results (continued)

In summary, the results of the study show that:

- 51% of the survey respondents were familiar with the term “change management.”
- 74% of those surveyed worked in programs that had undergone transformations in the last 10 years.
- Most of the respondents believed that transition plans were provided, communicated, effective, and the right solution for the change initiative.

Conclusions

- The survey results suggest that change management practices may be present.
- However, whether or not these practices coincide with successful change initiatives and transition plan implementation is unclear.

Recommendations

1. State and local agencies should prepare, communicate, and implement transition plans during change initiatives.

Topics Addressed by the Transition Plan	Responses			
	Yes	No	Unsure	N/A
Was provided by upper management?	40%	38%	10%	12%
Was explained and communicated?	46%	26%	7%	21%
Was effectively implemented?	43%	26%	12%	19%

2. Impacted employees should be given the opportunity to provide input and feedback.

Topics Addressed by the Transition Plan	Responses			
	Yes	No	Unsure	N/A
Allowed for employee input?	43%	31%	7%	19%

Recommendations (continued)

- Transition plans should outline the core competencies of new work assignments and employee's roles and responsibilities.

Topics Addressed by the Transition Plan	Responses			
	Yes	No	Unsure	N/A
Addressed the core competencies required of the changes in work assignments?	48%	21%	10%	21%
Provided adequate training for the new competencies required?	52%	21%	7%	19%
Outlined new employee responsibilities?	48%	19%	12%	21%

Recommendations (continued)

4. As transition plans are implemented, upper management and leadership should ensure change management practices are exercised.
5. The effectiveness of transition plans should be evaluated once employed to maximize efficiency and ease of future transition.

Topics Addressed by the Transition Plan	Responses			
	Yes	No	Unsure	N/A
Timeline for implementation was realistic?	36%	26%	17%	21%
Was the right solution for the identified problem(s)?	50%	12%	19%	19%

Acknowledgements

- International Food Protection Training Institute (IFPTI) staff:
 - James Sevchik, IFPTI Fellowship Mentor
 - Dr. Paul Dezendorf, IFPTI Research Subject Matter Expert
 - Dr. Craig Kaml, IFPTI Fellowship Subject Matter Expert
- Louisiana Department of Health and Hospitals (LADHH)
 - Tenney Sibley, LADHH, Director of Sanitarian Services
 - Lance Broussard, LADHH, Chief of Specialty Operations
 - Brian Warren, LADHH, FDU Program Manager
- U.S. Food and Drug Administration (FDA)
 - Tressa Madden, MFRPS Standards Implementation Staff
- IFPTI Cohort IV Fellows

Questions?

Tessa R. Dixon, MBA, RS
IFPTI 2014-2015 Fellow
Louisiana Department of Health and Hospitals
Office of Public Health
Sanitarian Services
Tessa.Dixon@la.gov
225-342-7531