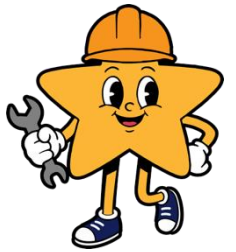
Highlights

Managing Change

Sept. 17, 2026

Questions?
Email the CAPPS STARR team at capps.starr@cpa.texas.gov.

Change is coming ...



but change can be good.

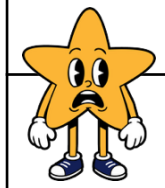
USAS, TINS and SPA have been in place since the late 1990s!

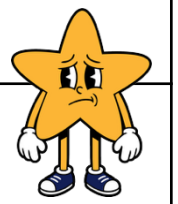
Our state systems need to be modernized, and CAPPS STARR will take us into the future.

New systems, new priorities and evolving ways of working can create uncertainty, even with positive change. While everyone experiences change differently, it is normal to go through a range of emotions before feeling comfortable.

Understanding these common reactions, or the change journey, can help us better support one another as we navigate change together.

The Change Journey

Stage	Description	Helpful Tips
Shock 	When CAPPS STARR was first announced, you may have felt surprised, confused, or unsure about what it means for you.	• Take time to process the information. • Do not feel pressured to have all the answers immediately.
Denial	It is common to hope the change will not happen or to feel resistant to doing things differently.	• Ask questions to better understand the change. • Keep open communication with your team and leaders. • Recognize that uncertainty is a normal reaction.
Frustration	As the reality of change sets in, emotions like stress, frustration, or anxiety can increase.	• Be patient with yourself and others. • Break challenges into smaller, manageable steps. • Speak up if you need support or clarification.
Low Motivation	At times, you may feel discouraged, tired or disconnected during change.	• Stay connected with colleagues and support networks. • Celebrate small wins and progress. • Focus on what you can control.
Experimenting	Over time, we encourage you to begin trying new approaches and adapting to the new environment.	• Be open to learning and stay tuned for training opportunities. • Do not be afraid to make mistakes while adjusting. • Share ideas and lessons learned with others.
Acceptance and Decision	Confidence starts to return as you become more comfortable with the change and begin moving forward.	• Focus on opportunities for growth. • Build new routines and habits. • Continue supporting teammates through the transition.
Integration 	Eventually, the change becomes part of everyday work.	• Reflect on what worked well. • Continue improving and adapting. • Recognize the resilience developed along the way.

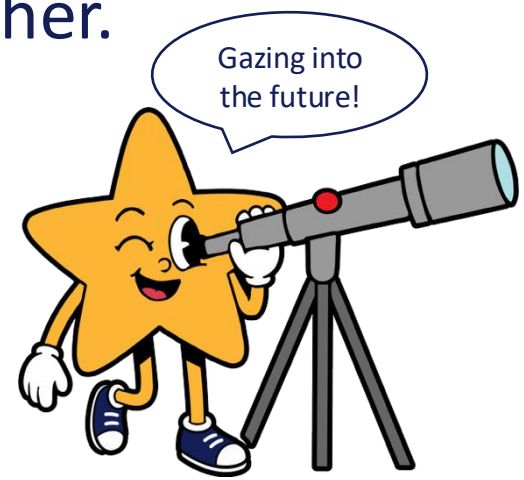


Check the CAPPS STARR page for updates to FAQs, the Project Timeline and STARR Highlights.

The Change Journey

Keep in mind:

- Change can feel uncomfortable, but it is also an opportunity to grow, learn and improve.
- It is important to remember that people move through change at different speeds, and there is no “right” way to feel during transition.
- By staying informed, supporting one another, and remaining open to learning, we can navigate change more successfully, together.



Thank you!

For questions or concerns, please contact us at capps.starr@cpa.texas.gov.

https://fmx.cpa.texas.gov/fmx/capps/starr/
CAPPS STARR OCM Team