

2025 WIT Change Plan Innovation & Technology Team (I&T)

Purpose: This plan revises the 2022 ADKAR-based change strategy, integrating updated sponsors, SMEs, communicators, and transitions to Ready. Set. Go. change management model with a focus on metrics and resistors.

Plan Approved by Sponsors on xx.xx.25

Ready (Preparation & Planning)



Key Objectives:

- Engage key stakeholders and SMEs for alignment.
- Assess current readiness levels and identify gaps.
- Define success metrics and key performance indicators (KPIs).

Stakeholders & Roles:

- **Sponsors:** Lisa Kissler & Sumit Gupta
- **Change Leader (OCM Support):** Liane Johnson
- **Subject Matter Experts (SMEs):** Venkat Ammisetty, Chris Jenkins, Rebecca McGinnis, Ardriel Galvan, Dean Gruginski, Karandeep Kondal, Michael Luchini, Luke Hansen & Brandon Marsh
- **Communicators:** Sumit Gupta or Lisa Kissler depending on the message

Leverage local communication forums: I&T all staffs, townhalls, roadshows, oMod weekly chats, TMT meetings, emails, newsletters, 1 on 1's, FAQ's, WIT Townhalls & demo's

Strengths and Opportunities:

Strengths Unique to VST	Opportunities Unique to VST
• Knowledge of current system, IT and data analytics • Vendor/technology collaboration (vendor, business, WaTech, Product Management liaison) • Resilient group (used to lots of change and able to keep working through change) • Understanding of statewide IT policies and legal considerations • Securing data • Architecture • Consulting in technology forecasting, trending, integration • Accountability all around – Sups/Mgrs to hold staff accountable (duties/due dates, etc.), and Sups/Mgrs are accountable as well • Leverage talent and skills appropriately • Prioritization • Long-term planning (including future system capabilities and portfolio management to prevent working in firefighting mode) • Agile adoption	• Continue defining expectations for production support teams' prioritization of work (i.e. balance between in-prod support/work & activities associated with preparing/learning/training/testing for the new WIT system)" • Communication (about priorities and in general) • Engagement (avoid multitasking during town halls, huddles, etc.) • Define Product Manager roles & responsibilities • Define sys admin roles & responsibilities in order to help support focused training/learning/practice/prep in Salesforce • Finalize RBAC/IAM model • Tap into use of ADO for tracking work assignments – centralize task management, etc

Metrics & Risk:

- **Metrics: What will success look like?**
 - Happy customers; improved relationship between I&T/WSD/LWDB WorkSource partnership
 - Reduction in tickets which is a byproduct of success and meeting users' needs
 - Data migrates successfully
 - Accuracy in data and reporting
 - Can work proactively on future opportunities and not in firefighting mode to make changes
 - Modernized platform aligns with agency strategy
 - Good vendor relationship and accountability
 - Solid hand-off with vendor
 - Proper succession planning, funding, resources, etc., for maintenance and operations
 - Adequate training for I&T staff and users
 - Project is completed within scope, schedule, and budget after robust testing and buy-in from all stakeholders across the WorkSource partnership

- Solidifying roles and responsibilities and how they communicate within new division
- Automation of repeated process (CICD/Testing)
- **How will we measure success?**
 - Resolve open tickets in a timely fashion within our new SLA's
 - Ticket escalations
 - Standardizing uptime metrics & Monitoring production logs providing health checks
 - Checklist for vendor handoff
 - Sprint health metrics
 - User satisfaction

Risk, perceptions and concerns:

What excites us about this upcoming change?

- Opportunity for growth and to restore trust our customers have in ITSD
- Low-code implementation for easier future system management
- Better designed system with more functionality
- We finally got more FTE's for the WSS team!

What concerns we have about this upcoming change?

- ESD's ability to provide adequate training to I&T staff
- Low-code implementation for easier future system management
- Getting vendors to meet actual needs
- Migrating data from ETO to WIT replacement system
- Stress of the project and potentially losing staff
- Inadequate documentation of the system.
- Challenges in supporting the Salesforce platform without heavy vendor support.

What resistance do we anticipate having with this change?

- The existing ETO vendor may not support the WIT-ETO replacement project which could create challenges around migrating the data
- Staff may not be engaged if they think this project doesn't apply to them
- Management not listening to IT staff with the technical expertise on what should or shouldn't be done
- Concerns from teams about how their jobs are changing.

Risks or consequences of not making this change:

- Continued use of an unsustainable, degraded system that doesn't meet current needs
- The agency will be out of compliance

ADKAR Methodology and Planned Steps to Support Change

Awareness	Desire	Knowledge	Ability	Reinforcement
• I&T Quarterly All staff meetings /town halls • TMT Meetings - bi-weekly • oMod Weekly Chats • Promote WIT Townhalls • Promote Sprint Reviews • Promote WIT HUB • Leverage Communication packets • I&T division emails • 1:1s asking change support questions • Team huddles	• SMEs participate in development • Change Champions • Staff voice sharing with peers • Videos • Ensure folks feel heard, are part of the process, suggestions are considered	• Ensure everyone attends training • Ensure everyone has time dedicated to training. • Short training videos • FAQs • Layered approach; multiple places to learn new system • Central repository with desk aids	• Test model for people to practice; non-live environment • Create 'admin' days/time for learning, practice of new system • TEAMs channel/group email inbox to ask questions	• Helpful if staff can see 'dashboard' in real-time • Share the wins • Celebration of milestones • Recognize behaviors we want repeated • Use feedback loops

Ready, Set, Go!

 Ready: Sept – Dec 2025 Preparation & Planning	 Set: Jan – Go-live 2026 Implementation & Engagement	 Go: Go-live and Beyond 2026 Sustainability & Reinforcement
- Take the Training Readiness Survey - Attend the Oct WIT OCM CoP meeting – agenda topic training - Standing agenda topic for team meetings - Promote November Townhall & Sprint reviews - Use October communications package 1 on 1's using Change Support questions - Share what you are hearing with the project team – feedback loop - Team by team assessment of what each team needs in ADKAR	- Communicate go live launch plan to broader team - Communicate decommission plan of ETO - Training on how people get reports / reporting (how do people get the old data/ data warehouse) - Data Integrity team has validated the PIRL - Standing agenda topic for team meetings - Promote Townhalls & Sprint reviews - Use communication packages - Support training activities - Check in to see how people are feeling – asking change support questions	- Make sure everyone knows go live plan / support plan and where to go with questions/ technical support /navigation and feedback - Celebrate go live - Share success stories 1 on 1's using Change Support questions - Collect feedback to share with project team - Check in with everyone to see how they are doing

Change Support Questions to ask as Leaders

- What support do you need for this change?
- How can I support you thru this change?
- Do you feel supported thru this change? Why? Why not?
- How are you supporting your team thru this change?
- What does change support look or feel like to you?
- What tools do you need to feel supported thru this change?
- What is/are your biggest challenges you have with this change?

Set (Implementation & Engagement)



Change Activities & Strategies:

- Leadership Engagement:** Strategies for ongoing sponsorship involvement.
- Training & Support:** Updated training plans, user guides, and peer mentoring.
- Communications Plan:** Key messages, frequency, and delivery methods for updates.
- Feedback Mechanisms:** Surveys, Q&A sessions, and direct feedback channels.

Engagement Milestones:

- [Milestone 1: e.g., Reintroduction of the change initiative – Target Date]
- [Milestone 2: e.g., Training completion – Target Date]
- [Milestone 3: e.g., Full transition – Target Date]

Go (Sustainability & Reinforcement)



Sustainment Strategies:

- **Monitoring & Support:** Continued system support, help desk readiness.
- **Performance Tracking:** Ongoing measurement against success metrics.
- **Recognition & Reinforcement:** Acknowledging champions & successful adoption stories.

Risks & Mitigation Strategies:

- **Risk 1:** [Identify potential risk, e.g., low user adoption]
 - *Mitigation:* [Plan to address risk, e.g., additional targeted training]
- **Risk 2:** [Identify potential risk, e.g., leadership turnover]
 - *Mitigation:* [Plan to address risk, e.g., succession planning]

Parking Lot Items

- [Placeholder for unresolved questions, new considerations, or future phase items]

Next Steps & Action Items

- [Action Item 1] – [Responsible Party] – [Due Date]
- [Action Item 2] – [Responsible Party] – [Due Date]

This plan is a living document and will be updated as new insights, challenges, or opportunities arise.