

# 2025 Change Plan Olympic Workforce Development Area (1)

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**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 Change Agent Sponsors on 05/02/2025

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## Ready (Preparation & Planning)



### Key Objectives:

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

### Stakeholders & Roles:

- **Sponsors:** Bill Dowling, Director and Jessica Barr, North Sound Regional Director
- **Subject Matter Experts (SMEs):** Mike Robinson, Jeff Allen, Jessica Brasher, Alissa Durkin, Jeff Flood, John Hjorten, Brandino Gibson, and Emily Manson
- **Communicators:** Alissa Durkin
  - **Leverage local communication forums:** All partner meetings on the last Friday of the month, information to be shared due a week prior to the meeting. OCM SMEs to ensure message is consistent.
- **Change Management Plan Approvers:** Change Management Sponsors

### Strengths and Opportunities:

- 2022 version included WIT Replacement Benchmark Survey outcomes for the strengths and opportunities.
- OCM SMEs collective agrees to review the 2025 survey and include strengths and opportunities into the plan after discussion.

### Metrics & Resistors:

- **Metrics:**
  - **Process Efficiency Gains** – Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
    - Performance Tracking (2)
    - Time Management
    - Reporting Efficiency (4)
    - Workflow & Process Efficiency
  - **Adoption vs. Workaround Rate** – Compares the number of users following intended workflows in the new system versus those finding alternative (and potentially inefficient) workarounds, highlighting adoption challenges.
    - Reducing Duplicate Work (4)
    - Staff Engagement
  - **Data Migration & Integrity Check** – Ensures that all required data has been successfully migrated from the legacy system to the new platform, verifying completeness, accuracy, and consistency.
    - Data Accessibility
    - Data Accuracy & Integrity (3)

- **Resistors:**

- **User Readiness & Training Completion (*High*):** Staff are juggling many responsibilities and feel stressed by change. This resistor measures the percentage of users who have completed the required training and are prepared to use the new system. This helps assess overall readiness for implementation.  
**Impact:** When staff feel excluded or unprepared, resistance grows, slowing down adoption. High stress and burnout can lead to disengagement, higher turnover, and lower morale, all of which create instability and long-term workforce challenges.
- **Change Readiness Score (*Moderate to High*):** Without clear guidelines and consistency, decision-making can become scattered, making the system less efficient and leading to resistance. Fixing these issues will make the transition easier. This resistor assesses the organization's overall preparedness for change, typically using surveys, focus groups, and feedback mechanisms to gauge employee confidence, concerns, and support for the transition.

**Impact:** Focusing too much on perfection before action can delay implementation and create bottlenecks. Over-analysis can prevent real-time problem-solving and hinder the organization's ability to adapt. Increased workload during transition, especially when juggling multiple systems, may lead to burnout, lower engagement, and slower adoption.

**Stakeholder Engagement & Communication Effectiveness (*Moderate*):** Evaluates how well stakeholders are informed, involved, and aligned with the project through surveys, meeting attendance, and feedback on communication channels.

**Impact:** Engaged stakeholders = proactive partners. Disengaged ones – silent resistors. Engagement is measurable and actionable.

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## 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:

- 2025 Benchmark Survey 90% completion, provide reference of the 2022 survey. TBD
- Training – have we identified early adopters, SME's, our super users. Learning Management System (Daniwoo) . Best options for training: virtual, in-person, desk aids.
- Ready. Set. Checklist to development July through September.
- Develop feedback loops and local communication as part of Operational Readiness.

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## 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:

	Strategy	
	1	2
<b>User Readiness &amp; Training Completion Rate</b>		
Create a peer-support network for ongoing help.	8	39
Provide training at multiple times and formats (live, on-demand, office hours).	42	
Offer bite-sized, role-specific training modules.	7	5
<b>Stakeholder Engagement &amp; Communication Effectiveness</b>		
Hold monthly stakeholder briefings with Q&A.	17	7
Implement a feedback loop summary.		17
Assign local champions to act as liaisons between the project team and staff.	7	6
<b>Change Readiness Score</b>		
Co-create a local change action plan with leadership.	8	15
Identify and address readiness gaps early (skills, morale, clarity).	9	6
Pair low-readiness areas with high-readiness mentors.	8	

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#### Parking Lot Items

- [Placeholder for unresolved questions, new considerations, or future phase items]
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#### Next Steps & Action Items

- Mid-year plan review and realignment. To be reviewed by Change Management Team. Completed 9/16/2025
- [Action Item 2] – [Responsible Party] – [Due Date]

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