

2025 Change Plan Eastern Workforce Development Area (10)

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 Subject Matter Experts on 05/07/2025

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:** Barney Brockwell, and John Dickson, Eastern Regional Director
- **Subject Matter Experts (SMEs):** Barbara Maxwell, Chris Pacheco, Angela Johnson, Alex Grider, Morgan Smith, Lisa Mathias, Stefanie Demmitt, Michael Ensor, and Nick Porter
- **Communicators:** Stephanie Demmitt and Angela Johnson
 - **Leverage local communication forums:** All Partner meetings are the 4th Thursday, to have WIT & Change Management information shared at all partners meetings, Email Stephanie and Angela mid-month
- **Change Management Plan Approvers:** Change Management SMEs

Strengths and Opportunities:

Strengths Unique to WDA 10	Opportunities Unique to WDA 10
<ul style="list-style-type: none">• I understand the goal of this change (awareness)• I understand the risk of not changing (awareness)• I understand the nature of the change’s impact on my work and my group (awareness)• I believe the training provided will give me what I need to be successful in this change (ability)• I can access additional knowledge and support when needed. (ability)• I can overcome any barrier to implementing this change in how I do my job. (ability)	<ul style="list-style-type: none">• Skepticism• There are mechanisms in place to sustain the change. (reinforcement)• Our organization is committed to keeping the change in place. (reinforcement)• I have an outlet for providing feedback on the change. (reinforcement)

Top Prioritized Metrics & Resistors:

- **Metrics:**
 - **First-Week System Utilization Rate** - Measures the percentage of intended users actively using the system in the first week after launch, providing early insights into adoption and any immediate challenges.
 - Customer Engagement (3)
 - Employment/Business Services Tracking (1)
 - Service Usage (2)
 - Service Utilization (1)
 - System Usage
 - **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 (4)
 - Process Efficiency
 - Reporting Efficiency (1)
 - **System Testing & Issue Resolution Rate** - Tracks the number of test cases executed and issues identified, along with the percentage of those issues that have been resolved. This ensures the system is stable before deployment.
 - System Complexity & Compliance
 - System Functionality (4)
 - System Usability (1)

- **Resistors:**

- **Process Efficiency Gains (*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.
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 (*High to Moderate*):** Negative messages from leadership or doubts about the system's effectiveness can make staff lose trust and motivation.
Impact: A culture of resistance can form, leading to workarounds that weaken compliance and efficiency. By increasing confidence in the system, reducing skepticism, and securing buy-in before full implementation, organizations can improve adoption rates and ensure smoother transitions.
- **Change Readiness Score: Training & Knowledge Gaps (*High*):** Lack of proper training and support makes it harder for staff to adjust. To ensure success, offer different types of training, such as hands-on practice, self-paced lessons, and peer support. Connect training to real work tasks and provide easy access to help through system experts and troubleshooting guides.
Impact: Poor training participation results in inconsistent system use, higher frustration, and more errors. Without strong support and engagement, adoption rates will drop, increasing the risk of failure. A culture of learning—rather than resistance—is key to long-term success. If staff find the system too complex or unfamiliar, they will struggle, leading to errors, frustration, and reduced efficiency.

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:

- Capturing and identifying early adopters to start training (SMEs at the local area). Learning Management System (LMS) Daniwoo.
- Ready. Set. Checklist development July through September 2025
- 2025 Benchmark Survey TBD
- Develop feedback loops and local communication as part of Operational Readiness.

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
Process Efficiency Gains		
Teach shortcut and automation features within the system.	10	18
Empower super-users to “optimize” workflows locally.	17	9
Document and share real before/after case studies.		15
Stakeholder Engagement & Communication Effectiveness		
Ask stakeholders how they prefer to receive updates.	16	19
Assign local champions to act as liaisons between the project team and staff.	19	9
Prioritize two-way communication, not just status updates.	8	
Change Readiness Score		
Identify and address readiness gaps early (skills, morale, clarity).	16	9
Pair low-readiness areas with high-readiness mentors.	7	16
Break big changes into phased “wins.”	8	6

- **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

- Mid-Year Plan review and realignment. To be reviewed by Change Management Team. **Completed 9/3/2025**
- [Action Item 2] – [Responsible Party] – [Due Date]

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