2025 Change Plan Benton-Franklin Workforce Development Area (11)

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

Plan Approved by Change Management Subject Matter Experts (SMEs)on 05/01/2025

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:** Cynthia Garcia, Benton-Franklin Executive Director, and Michelle Griffith, Eastern Regional Operations Manager
- **Subject Matter Experts (SMEs):** Lisa Mathias, Jessie Cardwell, Crystal Bright, Linda Rowling, Selma Velagic, Israel Delamora, Brooke Menter and Maribel Dominguez
- **Communicators:** Crystal Bright, Linda Rowling, Jesse Cardwell, and Israel Delamora
  - **Leverage local communication forums:** WIT & Change Management information will be shared with Lead Communicators, and they will share the information with their teams depending on bandwidth
- **Change Management Plan Approvers:** Change Management Subject Matter Experts (SMEs)

Strengths and Opportunities:

Strengths Unique to Benton Franklin WDA 11	Opportunities
• There is a compelling business need for the WIT ETO Replacement (100%) • I believe making the change is worth it and outweighs not changing. (desire) • I have the capacity to learn the new things I need be successful in this change. (knowledge) • I can overcome any barrier to implementing this change in how I do my job. (ability)	• Communication • Partner engagement • I have been able to voice my objections, and they have been taken into consideration (desire) • I understand the nature of the change's impact on my work and my group. (awareness)

- **2025 Additions:** Opportunities: Bandwidth and capacity of staff need to be taken into consideration, as well as whether the information is applicable and meaningful for the intended audience.

Top Prioritized Metrics & Resistors:

- **Metrics:**
  - **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 (7)
    - Data Accuracy & Integrity
  - **Process Efficiency Gains -** Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
    - Reporting Efficiency (7)
    - Process Improvements
  - **User Satisfaction & Feedback Score -** Captures user sentiment through surveys and feedback forms, assessing overall satisfaction, ease of use, and perceived value of the new system.
    - Customer Feedback (3)
    - Customer Interactions

- o **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.
  - Employer/Business Impact
  - Employer/Business Outcomes
  - Services Utilization

- **Resistors:**
  - o **User Readiness & Training Completion Rate** *(High Priority):* The general feeling of being overwhelmed by learning a new system while managing existing workloads. Without proper training and support, improper use of avoidance of the system could lead to inefficiencies, errors and frustration.
    - **Impact:** resistance may grow, adoption rates will slow, and service delivery could be negatively affected, leading to inconsistent data entry and poor customer experience.
  - o **Stakeholder Engagement & Communication Effectiveness** *(High to Moderate Priority):* Negative messaging from leadership and skepticism about the system's effectiveness can create doubt and disengagement among staff.
    - **Impact:** A culture of resistance may develop and hesitation to adopt the system, increasing workarounds and lowering overall compliance and efficiency.
  - o **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.
    - **Impacts:** Testing reveals real system gaps. How leaders respond to testing outcomes builds—or breaks—trust in the system before go-live.

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 TDB 95% (est. 60) completion rate
- Develop feedback loops and local communication as part of Operational Readiness.
- Training: identifying earlier adopters, SME's, super users, and models of training. LMS (Daniwoo).
- Ready. Set. Checklist development and implementation i The checklist will be based on the project checklist. Development July through September.

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
User Readiness & Training Completion Rate		
Provide training at multiple times and formats (live, on-demand, office hours).	27	25
Offer bite-sized, role-specific training modules.	32	17
Build a "go-live checklist" staff must complete before using the system.	14	16
Stakeholder Engagement & Communication Effectiveness		
Use visuals (roadmaps, timelines) to communicate progress.	13	37
Prioritize two-way communication, not just status updates.	7	30
Assign local champions to act as liaisons between the project team and staff.	35	
System Testing & Issue Resolution Rate		
Share a clear issue tracking and resolution process.	67	
Set and communicate expectations about known limitations during testing.		22
Publish weekly updates with resolved bugs and fixes.		18

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. **Complete 9/4/2025.**
- [Action Item 2] – [Responsible Party] – [Due Date]

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