

2025 Change Plan Spokane Workforce Development Area (12)

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 Management Subject Matter Experts (SMEs) on 04/24/2025

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:** Kevin Williams, SWC Division Executive of System Advancement, and Erika Henry, Eastern Regional Director
- **Subject Matter Experts (SMEs):** Leslie Stickel, Kate Martin, Liz Laubscher, Greg Gormley, Beckie Sommerville, Tony Parks, Michelle Griffith and Jen Morris.
- **Communicators:** Liz Laubscher, backup Kevin Williams
 - **Leverage local communication forums:** All staff meetings 2nd Tuesday at 8-9 requested meetings with change agent a week prior.
- **Change Management Plan Approvers:** Change Management SMEs

Strengths and Opportunities:

Strengths Unique to Spokane – 2022 Benchmark Survey	Opportunities Unique to Spokane – 2022 Benchmark Survey
<ul style="list-style-type: none">• There is a compelling business need for the WIT ETO Replacement (96%)• I understand the goal of this change (awareness)• I believe the organizational motivations for this change are true and accurate. (desire)• Staff want it, staff need it – they are looking forward to a better system• 72% of staff understand the risk of not changing• 80% can overcome any barriers on how to do my job	<ul style="list-style-type: none">• There are mechanisms in place to sustain the change. (reinforcement)• I have an outlet for providing feedback on the change. (reinforcement)• I have been able to voice my objections, and they have been taken into consideration.• 49% believe the training will be sufficient (people learn in different ways, need local training ops)

Top Prioritized 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.
 - Process Efficiency
 - Reporting Efficiency (3)
 - Process Improvements (1)
 - Workload Efficiency (2)
 - **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 Services Tracking (4)
 - System Usage (1)
 - **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 (1)
 - Value Perception (1)

- **Resistors:**

- **User readiness & Training Completion Rate(High to Moderate):** Staff might not want to use a system they don't trust. They need to see proof that the new system works well and feel confident that they will get clear and reliable technical support.
Impact: If staff see the system as a burden rather than a tool for efficiency, service quality will decline. Without strong buy-in, inconsistent use will prevent the system from delivering its full benefits, leading to frustration, inefficiencies, and a loss of trust in leadership.
- **Stakeholder Engagement & Communication Effectiveness (Moderate to High):** Staff are juggling many responsibilities and feel stressed by change. Worries about job security, rules they must follow, and the unknowns of the new system add to their concerns.
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.
- **System Testing & Issue Resolution Rate (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 (Operational Readiness):

- **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 TBD.
- Develop feedback loops and local communication as part of Operational Readiness.
- Tim Robison to attend All Partners and Team Meetings to share Leader Development Partner Information depending on the team, may include snips of the Sprint Reviews from WPC.com.
- Training in the new Learning Management System (LMS), Daniwoo All partners have access to the LMS, those with ESD email and those who don't have ESD emails.
- Ready. Set. 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
Change Readiness Score		
Identify and address readiness gaps early (skills, morale, clarity).	14	15
Break big changes into phased “wins.”		28
Co-create a local change action plan with leadership.	18	9
Help Desk Support Requests & Resolution Time		
Provide real-time or chat-based support during go-live.	43	
Create a searchable knowledge base or self-help portal.	4	24
Prioritize support for high-impact issues or bottlenecks.		12
User Readiness & Training Completion Rate		
Offer bite-sized, role-specific training modules.	37	10
Provide training at multiple times and formats (live, on-demand, office hours).	20	14
Build a “go-live checklist” staff must complete before using the system.		24

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. Complete 9/25/2025
- [Action Item 2] – [Responsible Party] – [Due Date]

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