

2025 Change Plan Pacific Mountain Workforce Development Area (2)

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 05/15/2025

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:** Kendal King, Southwest Coastal Regional Operations Manager and Aaron Pentland, Workforce Data & Analytics Manager
- **Subject Matter Experts (SMEs):** Dan Cooling, Shannon Hassen, Sean Wiley, Angie Rayfield, Casey Bogert, and Kayla Flint.
- **Communicators:** Kendal King, Aaron Pentland and Casey Bogert
 - **Leverage local communication forums:** Implementation of a monthly All Partners Meeting to share WIT and PacMtn specific updates and information.
- **Change Management Plan Approvers:** Change Management Sponsors

Strengths and Opportunities:

- As a continuous improvement of the change management plan, Change Management SME's will review and include strengths and opportunities as they are able to gain staff engagement.

Top Prioritized Metrics & Resistors:

- **Metrics:**
 - **Change Readiness Score:** 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.
 - Resistance to Change (7)
 - **Process Efficiency Gains:** Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
 - Workload Efficiency (4)
 - Reporting Efficiency
 - Process Efficiency (1)
 - Performance Tracking
 - Enrollment & Co-Enrollment
 - **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.
 - Case Management (1)
 - Customer Engagement
 - Employer/Business Impact (1)
 - Employer Service Tracking (1)
 - Service Usage
 - System Usage

- **Resistors:**
 - **Change Readiness Score (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. This resistor assesses the overall preparedness for change, typically using surveys, focus groups, and feedback mechanisms to gauge employee confidence, concerns, and support for the transition.
Impact: This score is the early warning system. Low confidence, unclear expectations, or unvoiced concerns today = high resistance tomorrow.
 - **Adoption Vs. Workaround Rate (High):** It's not just who is using the system, but how. Workarounds are often the resistance you can't see until it becomes a pattern. This resistor compares the number of users following intended workflows in the new system versus those finding alternative (and potentially inefficient) workarounds, highlighting adoption challenges.
Impact: Workarounds signal misalignment with training and system understanding. They often start as coping strategies but lead to data gaps, compliance issues, and burnout.
 - **User Readiness & Training Completion Rate (High to Moderate):** Poor training, lack of support, or delayed access can make it harder for staff to adopt the new system. If training isn't helpful or workloads are too high, staff may see the system as more of a burden than a benefit. Without the right training and support, they may struggle to use it correctly, leading to mistakes and frustration.
Impact: Inaccessible or ineffective training can snowball into widespread frustration and open criticism. This can damage leadership's credibility, making future change efforts even harder. Struggles with workload management will make it difficult to focus on learning the system, slowing adoption and harming service quality through inconsistent data entry and errors.

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 85% Completion rate. TBD
- Training: identifying early adopters, SME's, the super users, and system users training levels and successful learning. Learning Management System (LMS) Daniwoo, and training
- Ready. Set. Checklist Based on Go/No-Go Checklist, development July-September.
- 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.

	Strategy	
	1	2
Adoption vs. Workaround Rate		
Identify and fix friction points that drive workarounds.	45	15
Train leaders to spot and redirect workarounds.	24	31
Monitor common workaround tools (e.g., spreadsheets).	8	8
User Readiness & Training Completion Rate		
Provide training at multiple times and formats (live, on-demand, office hours).	22	34
Build a “go-live checklist” staff must complete before using the system.	19	15
Create a peer-support network for ongoing help.	14	14
Change Readiness Score		
Conduct a quick change readiness self-assessment per office.	22	8
Break big changes into phased “wins.”	16	7
Co-create a local change action plan with leadership.	9	13

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 9/16/2025
- [Action Item 2] – [Responsible Party] – [Due Date]

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