2025 Change Plan Northwest Workforce Development Area (3)

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 05/22/2025

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:** Marissa Cahill, Executive Director, and Jessica Barr, North Sound Regional Director
- **Subject Matter Experts (SMEs):** Kevin Logan, Cindy Silva, Scott Iddings, Teresa Davis, Sefarian Butler, Amber Loveless and Michelle Wilson.
- **Communicators:** Scott Iddings, Teresa Davis, and Safarian Butler
    - **Leverage local communication forums:** Each center has All Staff Meetings bi-weekly on opposite Tuesdays at 8am. OCM information to be sent Friday prior to lead communicators for dispersion.
- **Change Management Plan Approvers:** Change Management SMEs

Strengths and Opportunities:

Strengths Unique to Northwest 2022 Benchmark Survey	Opportunities Unique to Northwest 2022 Benchmark Survey
- I understand the nature of the change's impact on my work and workgroup (awareness) - I believe the change is worth it and outweighs not changing (desire) - I have the capacity to learn the new things I need to be successful in this change - I can overcome any barrier to implementing this change in how I do my job (ability	- Communication (50% somewhat effective) - I have the knowledge I need to be successful after the change is implemented (knowledge) - Resources and tools are available to help me be successful - There are mechanisms in place to sustain the change (Reinforcement)

- **2025 Additions:**
    - Strengths: Move communication and collaboration from opportunities to strengths. Sense of team and willingness to help each other.
    - Opportunities: (continuous improvement identified) Ensuring mature workers have the tools and capacity to learn a new system. Delivery of a system that makes staff lives easier.

Top Prioritized Metrics & Resistors:

- **Metrics** (number of votes from your area)**:**
    - **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 Efficiency
        - System Usability
    - **Process Efficiency Gains:** Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
        - Process Improvement (3)
        - Reporting Efficiency(2)
    - **Help Desk Support Requests & Resolution Time:** Tracks the number of support tickets submitted and the average time taken to resolve them, helping identify user struggles and the effectiveness of support teams.
        - Feedback (1)
        - Negative Perception (3)

- **Resistors:**
  - **Change Readiness Score** *(High):* Technical or financial limitations might slow down the system's rollout, delay improvements, or cause issues with data accuracy. 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: This score is the early warning system. Low confidence, unclear expectations, or unvoiced concerns today = high resistance tomorrow. Past failed rollouts may make staff hesitant, fearing another disappointing experience. Overcoming skepticism requires clear communication and transparency. Addressing concerns about increased workload can ease resistance, encourage smoother adoption, and maintain morale.

  - **User Satisfaction & Feedback Score** *(High):* This one captures the *emotional truth* of adoption. Even if everything *works*, low satisfaction can breed quiet resistance. – Captures user sentiment through surveys and feedback forms, assessing overall satisfaction, ease of use, and perceived value of the new system. .

    Impact: Skepticism and lack of trust can stall adoption, reducing service effectiveness. Staff may resort to workarounds instead of using the system correctly, undermining the intended improvements and leading to inefficiencies. Satisfaction is the heartbeat of sustained adoption. If users don't feel heard or helped, resistance lingers even after go-live.

  - **Help Desk Support Requests & Resolution Teim** *(High):* Set up a feedback system to openly address concerns and keep staff informed about updates. Recognizing accurate data use and including skeptical staff in process improvements can reduce fear and resistance.

    Impact: Unaddressed resistance leads to disengagement, slow adoption, and delayed implementation. This not only affects efficiency but also lowers morale, creating long-term dissatisfaction among staff. Support trends tell the real story. A slow response time or unanswered tickets can reinforce resistance and stall adoption.

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 to get 96% completion rate. TBD
- Training- Learning Management System (LMS) Daniwoo has been purchased. Identify users: super users, SME's, legacy staff, partner to define what type of training they need. Who's who and what do they need?
- Ready. Set. Checklist. This will be based on the statewide Go/No-Go checklist. Development July through September.
- Development feedback loops and 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**
Help Desk Support Requests & Resolution Time		
Provide real-time or chat-based support during go-live.	36	7
Create a searchable knowledge base or self-help portal.	7	28
Prioritize support for high-impact issues or bottlenecks.	12	5
Change Readiness Score		
Recognize change advocates publicly to build momentum.	14	6
Identify and address readiness gaps early (skills, morale, clarity).	14	5
Conduct a quick change readiness self-assessment per office.	10	6
User Satisfaction & Feedback Score		
Focus on fixing small, annoying issues quickly.	10	12
Use short, frequent satisfaction polls by role or office.	7	7
Respond visibly to feedback.	12	

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 9/15/2025**
- [Action Item 2] – [Responsible Party] – [Due Date]

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