2025 Change Plan Snohomish Workforce Development Area (4)

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 SME's 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:** Joy Emory, Executive Director, and Jessica Barr, North Sound Regional Director
- **Subject Matter Experts (SMEs):** Jack Chapman, Jack Dryden, Casey To, Maricha Friedman, Samatha Paxton, , Jessica Corpuel and Michelle Cochran, Mike Schulte, and Andrea Inman
- **Communicators:** Casey To
  - **Leverage local communication forums:** All staff meetings 1st and 3rd Thursday's at 8am, to share OCM information and/or request feedback, email Casey To the Monday prior to the meetings.
- **Change Management Plan Approvers:** Change Management Sponsors

Strengths and Opportunities:

Strengths Unique to Snohomish 2022 Benchmark Survey	Opportunities Unique to Snohomish 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: Recent relocation has proven the resiliency and staff ability to change.
  - Opportunities: consider how best to engage new staff.

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.
    - Performance Tracking (5)
    - Reporting Efficiency (2)
    - Service Timeliness (1)
  - **Adoption vs. Workaround Rate:** Compares the number of users following intended workflows in the new system versus those finding alternative (and potentially inefficient) workarounds, highlighting adoption challenges.
    - Reducing Duplicate work (4)
  - **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 Accuracy & Integrity

- **Resistors:**
  - **Change Readiness Score** *(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. 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:** 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. This score is the early warning system. Low confidence, unclear expectations, or unvoiced concerns today = high resistance tomorrow.
  - **User Readiness & Training Completion Rate** *(High):* 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. Measures the percentage of users who have completed required training and are prepared to use the new system. This helps assess overall readiness for implementation.
    - **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. Training completion reflects not just knowledge transfer, but also buy-in. Low rates may signal resistance, confusion, or lack of prioritization.
  - **Adoption vs. Workaround** *(Moderate)* - Past failed rollouts have made staff skeptical about leadership and the system. Many expect it to be slow, ineffective, or worse than the previous system. 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. – 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. They often start as coping strategies but lead to data gaps, compliance issues, and burnout. 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.

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 95% completion rate.
- Training: identifying early adopters, SMEs, super users and how all staff will interact with the learning system. Learning Management System (Daniwoo) TBD
- Ready. Set. Checklist based on 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
User Readiness & Training Completion Rate		
Provide training at multiple times and formats (live, on-demand, office hours).	25	12
Build a "go-live checklist" staff must complete before using the system.	31	
Offer bite-sized, role-specific training modules.		26
Adoption vs. Workaround Rate		
Identify and fix friction points that drive workarounds.	46	6
Train leaders to spot and redirect workarounds.	7	20
Incentivize clean usage of the new system (e.g., shout-outs, small rewards).		14
Change Readiness Score		
Identify and address readiness gaps early (skills, morale, clarity).	21	13
Conduct a quick change readiness self-assessment per office.	21	
Recognize change advocates publicly to build momentum.	7	8

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

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