

# 2025 Change Plan Seattle-King County Workforce Development Area (5)

**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 5/14/2025

## 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:** Marie Kurose, Executive Director, and Nino Gray Central Sound Regional Director
- **Subject Matter Experts (SMEs):** Mike Davie, Jeremy Warren, Teri Holme, Deitra Garrett, Julie Stein, and James Libby.
- **Communicators:** Mike Davie
  - **Leverage local communication forums:** There are all staff weekly meetings, operator team meetings, leadership team meetings. OCM information to be brought to OCM meetings for alignment and will then be communicated.
- **Change Management Plan Approvers:** Change Management SMEs

### Strengths and Opportunities:

Strengths Unique to King County	Opportunities Unique to King County
<ul style="list-style-type: none"><li>• King County has a history of using an integrated training approach.</li><li>• Partnership between WDC and ESD, partners is strong; there is a willingness to work together</li><li>• Adaptability; most likely to encounter the issues, thus solve the issues;</li><li>• Communication; newsletter; intranet (learning exchange)</li><li>• Size offers something special; variety of programs; ability to test the waters; exploration; embracing, getting in front of change (culture)</li><li>• Thought leaders, but willing to 'steal shamelessly' from others; make the wheel rounder</li></ul>	<ul style="list-style-type: none"><li>• More opportunities for collaboration; support each other's deliverables and outcomes</li><li>• Meet customers where they are (literally, physically); connection sites; representation at connection sites</li><li>• Identifying new opportunities</li><li>• Work beyond WIOA programs; nimble enough to leverage with other programs; wrap-around services</li></ul>

### Top Prioritized Metrics & Resistors:

- **Metrics:**
  - **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 (1)
    - System Functionality (1)
    - System Usability
  - **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 (2)
  - **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.
    - Staff Engagement (2)

- **Resistors:**

- **Process Efficiency Gains (*High*):** Without clear guidelines and consistency, decision-making can become scattered, making the system less efficient and leading to resistance. Fixing these issues will make the transition easier.  
**Impact:** Focusing too much on perfection before action can delay implementation and create bottlenecks. Over-analysis can prevent real-time problem-solving and hinder the organization's ability to adapt. Increased workload during transition, especially when juggling multiple systems, may lead to burnout, lower engagement, and slower adoption.
- **Adoption Vs. Workaround Rate (*High*)** : Technical or financial limitations might slow down the system's rollout, delay improvements, or cause issues with data accuracy.  
**Impact:** 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.
- **Change Readiness Score(*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.

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## 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 TBD. Goal 95% Completion Rate.
- Develop feedback loops and local communication as part of Operational Readiness
- Roll out of training, the identification of earlier adopters, Subject Matter Experts (SME), and superusers (per office and partners) TBD
- Ready. Set. Checklist based off core project Go-no-go checklist. Creation and development July through September 2025

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## 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
<b>Adoption vs. Workaround Rate</b>	<b>27</b>	<b>24</b>
Identify and fix friction points that drive workarounds.	27	
Incentivize clean usage of the new system (e.g., shout-outs, small rewards).		16
Train leaders to spot and redirect workarounds.		8
<b>Process Efficiency Gains</b>	<b>25</b>	<b>23</b>
Teach shortcut and automation features within the system.	10	8
Track time-on-task metrics and show improvements.		15
Ask staff to nominate process pain points for redesign.	8	
<b>Change Readiness Score</b>	<b>18</b>	<b>16</b>
Identify and address readiness gaps early (skills, morale, clarity).	10	8
Pair low-readiness areas with high-readiness mentors.		8
Conduct a quick change readiness self-assessment per office.	8	

#### 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. Completed 9/10/2025 [Action Item 2] – [Responsible Party] – [Due Date]

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